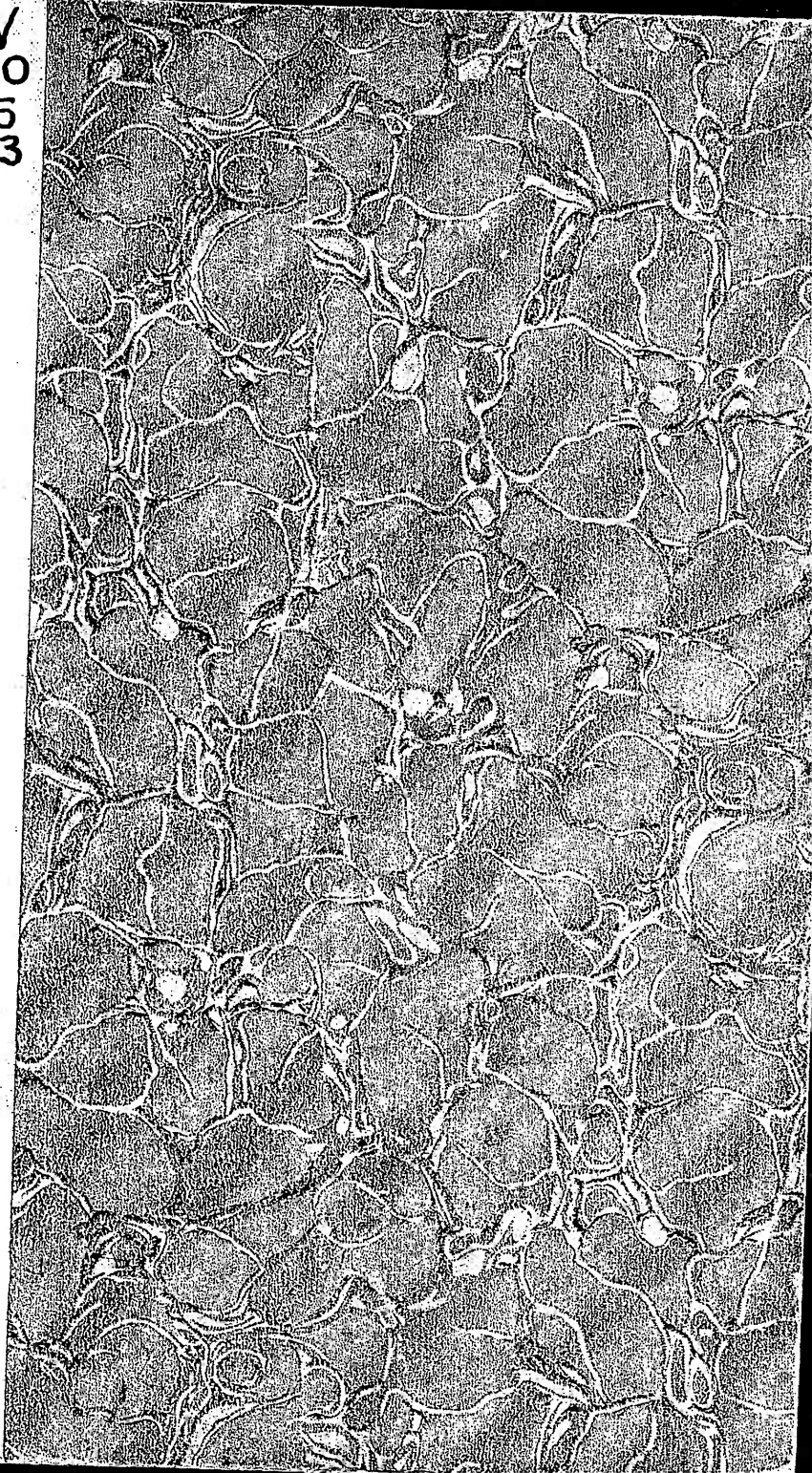


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ADVANCE

A Challenge to Professional Capacity

A Book for Study and Reference
by Employed Officers of the
Young Men's Christian Association

ADVANCE

A Challenge to Professional Capacity

A BOOK FOR STUDY AND REFERENCE

Prepared under the direction of the Program
Committee of the Employed Officers Conference, 1933
of the Young Men's Christian Associations,
" of North America for the
Guidance of its Deliberations at its

Forty-fifth Conference
Lake Geneva, Wisconsin
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INTRODUCTION

The Program Committee of the Employed Officers' Conference of the North American Young Men's Christian Associations presents herewith to members of the Association Profession a Book of Study and Reference which it believes to be of unique value.

Every secretary in North America will be vitally affected by the proposals and recommendations which have arisen from nearly two years of preparatory work by hundred of members of committees related to the principal topics of this report. The facts which have formed the basis of the various chapters have come from no fewer than two thousand members of the profession. In a year heavy with unusual duties, this measure of participation bespeaks a vital concern which, given due deliberation, should make possible a genuine and needed advance.

The work done by the many cooperating committees may be considered as a concerted effort primarily to discover directions for the Profession, although implicit in the challenges are many considerations which refer directly to the position and outlook of the Young Men's Christian Association itself as a Movement interested in the personal and social welfare and achievement of young men and boys. The specific policy of the Association must be left to those authorized assemblies of the Movement where lay and professional leaders together share the responsibility for policy determination. Nevertheless, professional leaders can in no sense avoid responsibility for serious consideration of measures which seem likely to make their service more effective toward the larger aims of the Movement. In this volume are emphasized many issues and lines of advance which, in the opinion of the Program Committee, are among the problems most urgently needing to be faced at the present time.

The Program Committee does not expect that study of these many issues need be limited to the more formal professional meetings; nor that action upon many of them need be taken at one time and place. Each local staff, and in some instances, each professional worker for himself, may find ready means of appropriating whatever of suggestive value this presentation has to offer. *True professional advance does not come through a book, but rather through an embodiment of the best that is known.* The Christian motivation which has ever been the strength of our best practice, and these accompanying studies of effective practice made dynamic through highest motivation and loyalty, afford to all who work at the common task fresh resources for rededication and professional achievement.

On Page 189 will be found the names of many who have borne very heavy extra burdens during the past year or two in the preparation of the material here presented. To all of these, and countless others who have lent cooperative interest, the Committee's thanks are extended.

THE PROGRAM COMMITTEE



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TOWARD PROFESSIONAL RESPONSIBILITY

"There is an illusion abroad that any vocation may become a profession by the mere willing of it and serving notice to that effect on the rest of the world. In *Babbitt* Sinclair Lewis pictures a man vaguely striving to get his vocation recognized as a profession. The ambition is laudable, but the result escapes being ludicrous only by being pathetic. There is an eager grasping of the form and a total failure to perceive the substance. It is an excellent thing to dignify honorable work and there may be a magic in honorable titles which helps men to live up to them. In the case of the term 'profession', however, the tendency is to cheapen the term by indiscriminate usage.

"The term 'profession' implies a traditional differentiation from a vocation, a trade, or a business. The professional man is still thought of as one of distinctive status and authoritative knowledge. A profession implies *a body of knowledge and skill* which cannot be readily 'picked up' by a versatile amateur or laboriously acquired by an apprentice. This body of knowledge and skill is often so involved that the intelligent man in the street finds it difficult to pass judgment on the quality or worth of professional services. There has therefore grown up around the recognized professions a code of qualifications which aims to protect the public from charlatans, bunglers, and crooks; and, equally, to protect reputable practitioners from unscrupulous competition.

"Entrance into a profession hinges upon recognition of the individual by his colleagues. He must pass their critical scrutiny under the code of qualifications. He must accept a code of honor in his professional relationships, and maintain a code of conduct in his professional services.

"Professional codes bring the professional man under the critical scrutiny of his colleagues, but protect him from unintelligent criticism by laymen. Such codes invest the profession with a status of social honor needful for attracting and holding men of high spirit and qualifications. On the other hand, the professional body is obligated to grant recognition only to the competent and conscientious for the protection of the public. The professional man or woman does not exist apart from a professional group.

"Equally important is a state of consciousness known as professional spirit, which results from attracting and fencing in men of superior type. Professional spirit implies the subordination of a pursuit of gain to the aim of service. There are no profits in professional life, and monetary gain is not the primary measure of success. The primary reward sought is a sense of serviceableness and a joy in achievement. Professional spirit implies a single standard of workmanship irrespective of reward - one's best. It implies

strict loyalty to the interests of the client, even to one's own disadvantage. It implies the refusal to betray confidential knowledge for personal gain and refusal to injure or supplant a colleague in any way.

"Professional spirit involves a recognition of personal obligation to advance one's profession, both in knowledge and in public standing. There is a debt to professional fore-runners which must be paid to one's colleagues and successors. Advances in professional knowledge are to be shared and not hoarded. There are no trade secrets in the professions.

"The professional status is *an implied contract to serve society*, in consideration of the honor, rights, and protection which it extends to the professional man. Through all professional activity there runs a common thread of accountability to colleagues, clients, and society, which marks it off from a trade or a business, and distinguishes the genuine from the counterfeit." - William E. Wickenden.

Chapter I.

The Emancipation of Our Executive Leadership for New and Broader Demands in a Time of Social Change

FOR DISCUSSION

1. How is the professional task of administration in the Young Men's Christian Associations peculiar or more difficult than that in other organizations and institutions?
2. How can the description of our profession as "perplexed and strenuously driven" in its administration be reconciled with secretaries' seeming attitude of complacency in selecting the tasks of management in which they find "very great" or "considerable" difficulty?
3. In relation to each area of major difficulty:
 - a. What new routine procedures are possible?
 - b. What new skills are necessary?
 - c. What expert assistance is ordinarily available in our communities?
4. What steps can be taken to increase professional competence in each of the areas of major difficulty?
 - a. In better directed personal study?
 - b. In the sharing of experience within our Movement and with professionals in other organizations?
 - c. In the development of needed literature?
 - d. In the preparation and use of ratios, standards, and accepted procedures?
 - e. In the enlistment of expert counsel?
5. What cooperative plans will aid in developing the materials and experience needed for professional advance in competent administration?
6. To what extent is the "emancipation" of the profession in leadership, as implied in the statements above, an attainable goal?

The people of North America have entrusted to the Young Men's Christian Association upwards of three hundred millions of dollars' worth of property, according to the most recent estimates of local associations for the 1932 Year Book. The leaders of any business or social organization with such property holdings would of necessity

have been involved in perplexity during the past four years. The presence of debt claims totalling more than thirty millions of dollars, of which nearly ten millions were in current operating indebtedness in 1932, would constitute cause enough for grave anxiety during a period of marked upheaval in economic conditions.

In the midst of this situation stands a perplexed and strenuously driven executive leadership. The peremptory demands of the recent period have augmented a long-standing problem of relationship between the economic factor and the fundamental purpose of the Association.

The urgency of the present consideration arises partly out of other factors than those which may be called economic, such as broader lines of social policy required and the effective administration of services which are the special privilege of the associations to make available.

A. Some Basic Considerations

Secretaries have long complained that they were burdened with the managerial and administrative tasks of the Movement, and their time pre-empted to the disadvantage of their personal and program service. One hears the same from college presidents, from pastors of large churches, and from school executives. The complaint has not lessened during the depression years. *How may executive leadership be emancipated for new and broader demands in a time of social change?*

I. THE PROBLEM: A CONFLICT OF NECESSITIES

Perhaps nowhere has the immediate problem which confronts Association executives been better stated than by John E. Manley in a significant statement of "Organizational Problems and Policy" on the eve of his coming into the General Secretaryship of the National Council of the United States:

"We will not be true to fact unless at the outset we record that local Y.M.C.A.'s have not developed a sound economics. A composite graph of financial experience for the past twenty-five years would look like the teeth of an old-fashioned cross cut saw. The only continuing principle of operation has been that what is not secured this year will be added to next year's budget, when times will be better. Thus the deficits accumulate until a special clean-up campaign squares accounts, creating one of the long teeth of the serrated graph, and enabling the association to tremble dizzily on the peak for a brief day. Then the slide down hill again, and another campaign. We are less confident about dormitories as an investment feature, less sure about the stability of formal membership fees, and more disturbed than ever before about the changing forms of philanthropy, out of which must come our voluntary public support. We have not yet begun to get the true measure of the Community Chest as a profound influence on both the theory and practice of giving. *In the science of management of properties and budgets our local associations on the whole are yet in that raw stage which marked American*

business when it was still under the domination of the early exploiting captains of industry, most of whom held in high disdain the laboratory and all that it symbolizes. Truly the factor of finance looms large in any estimate of the future of the Association.

"Some think our secretaries have lost their sense of religious mission. Let us take a closer look. When the American public, in an unthinking way, often only on the basis of competition with the next town which already had a Y.M.C.A., began to pour into the lap of the Association that wealth which now totals about \$300,000,000, our secretariat was, in the main, a body of rather poorly trained, naive workers, chosen often for their mastery of rather simple formulae of religious expression and method. In so far as we were then professionally competent, it was in a restricted field of human leadership very little related to larger problems of finance and management. Our local associations have not yet emerged from the confusion and inefficiencies caused by trying to meet two widely divergent necessities, with employed officers not any too well prepared for either. The local associations have before them the great unsolved problem of subordinating material interests and the activities incident thereto, to those great spiritual objectives to which, in my opinion, the majority of secretaries today most earnestly desire to give themselves and for which they should and must be trained."

2. WHAT IS MEANT BY A SCIENCE OF MANAGEMENT?

Is there indeed a science of management by which such conflicts as that just vividly portrayed can be summarily resolved? If our executive leaders knew that science, would the conflict disappear?

A recent summer school institute on "Business and Finance" formulated perhaps as satisfactory statement of what may be involved in good business management as has been seen recently:

ESSENTIAL ELEMENTS OF GOOD BUSINESS MANAGEMENT

- a. A carefully planned and adopted budget.
- b. An adequate system of accounting which shows the *relation between income and costs of operation* and provides for monthly control of budget expenditures.
- c. Intelligible monthly reports of the association's financial operations and standing, and its major activities, sent to the Board and others responsible for the association's affairs.
- d. Adequate records of memberships, dormitories, and program activities.
- e. Some means of appraising the character values of the association's activities in relation to their cost.
- f. The management and operation of the association building: to keep it clean, in good repair, and economically operated so as to carry on the program and serve the purpose of the association.
- g. Regular annual provision for securing the current expense contributions necessary to balance the budget.

- h. Prompt collection of funds due the association from various sources.
- i. Control of purchasing through centralized authorization.
- j. Payment of bills and maintenance of good credit.
- k. Proper care of the association's funds.
- l. Regular audits of the association's accounts by an experienced auditor or certified public accountant.
- m. Provisions for bonding employees who handle cash.
- n. A responsible finance committee whose members have an intimate knowledge of the association's affairs.
- o. Keeping in close counsel with state and national leaders and profiting from the experience of other associations and the Movement as a whole.
- p. Such publicity as will take the association's constituency into confidence and understanding as to its activities and business operations.

3. ADMINISTRATOR OR MANAGER?

A discriminating contrast between the administrator and the manager may help to clarify the issue:

"To manage an undertaking is to conduct it towards its objective by trying to make the best possible use of all the resources at its disposal; it is in fact to ensure the smooth working of six essential functions. Administration is only one of these functions, but the managers of big concerns spend so much of their time on it that their jobs sometimes seem to consist wholly of administration. To administer is to plan, organize, command, coordinate, and control."

(Industrial and General Administration - Henri Fayol)

The term "management", if its broad connotation be kept in mind, may be preferable to that of "administration" as a basis for the discussion of the executive function and its liberation. It may be that difficulties arise in terms of specific tasks commonly thought of as administrative in character. Yet the way out will probably be through a finer conception and practice of good management.

The task of management is as complex as the enterprise to be managed. Its difficulty is measured by the capacity and skill of the manager. What may be extremely difficult for one may be relatively easy for another better adapted, better trained, or more experienced executive.

That the task confronting the executive today is a very difficult one indeed cannot be doubted. The most precise and adequate definition of that task is that of McCandless in *Prediction, Planning, and Control* as follows:

"Management is that function of executive leadership which directs the total strategy of the association. It concerns itself with

the planning and supervision of all the inter-related aspects of association work, - organization, policies, and methods, boards and committees, membership, staff, program, community relations, equipment, business features, business routine, finances. The task of management is to direct all of these in close coordination, fusing the plans for each into an effective master plan, and directing its execution."

Under the conditions of the past few years, without any reference to the principal conflict referred to in Mr. Manley's statement on page 3, such a task as that outlined in this single paragraph must challenge the ablest administrator and tax the most adequate mastery of management science now available.

Is the task too great, then, for the average executive? Is the "emancipation" spoken of in the title of this chapter an attainable goal? The analysis appears to add to the responsibilities rather than to eliminate or simplify them. This is the question with which this report attempts to deal.

4. MASTERING THE DIFFICULT

There are perhaps two ways of dealing with difficult tasks. One is to leave them undone, or to turn them over to others; the other is to learn how to do them so well that they are no longer difficult and time-consuming. Freeing Association leadership from burdensome administrative details therefore involves one or all of these steps:

- a. *Reducing to accepted simple routine the largest possible number of administrative procedures.* A good way to do this is to make the widest possible use of the technical resources of the Movement, such as the standard accounting and records systems, membership publicity helps, house operating standards, and accepted business routines.
- b. *Developing new skills in the performance of such routines.*
- c. *Training capable employed or volunteer administrative assistants and devolving such tasks upon them.*
- d. *Keeping a clear perspective on principal objectives, and judging priorities in this perspective.*

B. The Movement Appraises Its Own Management

1. HOW IT WAS DONE

In order to locate those functions of administration and management that secretaries find it difficult to perform, and on which it would seem desirable to concentrate in the effort to release their energies, three projects were carried out:

- a. Letters were sent to secretaries, asking two questions:

- (1) What are the most difficult administrative problems confronting you now as the executive officer of your association?

- (2) From what sources are you finding the best help in solving these problems?
- b. An inquiry listing some of the objectives of administration and management and some typical functions performed to accomplish these objectives was sent to 454 secretaries in all positions, all types and sizes of associations, and all sections of the country. The purpose was to locate those functions that secretaries find it most difficult to perform. There were 321 returns, or 71 per cent.
- c. A small control group checked the functions on the basis of importance.

2. PERPLEXITY VERSUS COMPLACENCY

A significant contrast appears when the results of the first two of the above are considered together. In the course of replies from executives there is a *general complaint that administrative tasks are vexing and handicap the vital Association program*. There is a general impression also that many of these administrative tasks are done none too well, and that the associations as a whole have little ground for complacency and self-satisfaction as to their efficiency at these points.

However, an *attitude of complacency* is precisely what the survey instrument revealed. Relatively few secretaries found any of the 84 functions listed in the instrument of "very great" or even "considerable" difficulty: only one task (that of securing endowment) averages in the "considerable" difficulty column, while none are on the average reported as of "very great" difficulty. Indeed, only slightly more than one-third of the functions show averages of "some" difficulty.

Altogether too many secretaries said many of the tasks of administration and management were "not a responsibility" of theirs. For example, 60 per cent of the physical directors reporting felt that the functions of finance were not their responsibility; 25 per cent of the boys' secretaries that equipment was no responsibility of theirs; and 18 per cent of the general secretaries felt no responsibility for the so-called commercial features.

It was necessary to isolate among the 84 functions of the survey instrument those which admittedly were found to be more difficult by the reporting group. Statistical procedures were used by which to lift such items, of which there were 21, out of the total picture. These have been re-grouped under topics indicating how significant difficulty at such points must be for successful professional practice.*

*Assuming that for all secretaries the various items would represent a degree of difficulty corresponding to the curve of normal distribution, the investigators selected these items as "difficult" in which more than the "expected" number of replies fell into the high difficulty columns of the instrument herewith. The original study describes the assumptions involved and the method used. The items thus isolated are "significantly more difficult", based upon adequate statistical determination.

It will be of value to examine these groupings with some care, in order to see the real significance of their bearing upon the professional practice of the executive. It will not be necessary to present a "manual" of specific methods for each of these groupings, particularly because of other materials now available and of the forthcoming *Handbook of Business Administration*, scheduled for publication by Association Press, November 1.

Concern should rather center on *the necessity for a fresh approach to these responsibilities at the professional level, banishing any remnant of a complacent spirit, and engaging in those collective and individual efforts and studies necessary to liberation for a larger mission of Christian social engineering.*

This is not an indictment, particularly against the executive, nor against any individual. It is a specific problem of a general group, as well as possibly a crucial problem of a specific group. It is not surprising that both complacency and perplexity should be found together at lower levels of professional workmanship. The challenge of this report is to raise the level of workmanship. How can this be done?

3. DEVELOPING PROFESSIONAL COMPETENCE IN DIFFICULT AREAS

The areas of major difficulty, as shown by the survey, included member-participation, scientific program and policy planning, personnel effectiveness, development of sound economic policies and control, community policies and support, and intelligent participation in the national Movement.

In each of these major areas were identified certain related but lesser items, many of which deserve emphasis, since, in their separate aspects quite as much as in their collective meaning, they have been reported as a partial cause of the pressure which limits social statesmanship.

a. Member-Participation:

The analysis brings forward as functions of major difficulty:

- Informing the membership and securing its continuance
- Securing contributions and fees, interest, and support
- Enlisting, organizing, training, and inspiring committeemen
- Raising standards of workmanship and appraising effectiveness
- Actual member-participation in processes of management

If difficult problems in the general field of member-participation are to be solved, it will require a *command of facts and procedures of quality.*

Obviously, these "areas of difficulty" extend over the whole range of relationships by which the individual member may learn of the association and later become a responsible lay leader of it. Let us consider the professional implications of some of these difficulties:

The technique of developing an informed and loyal membership starts with the way the association is interpreted to the community and the conception spread abroad through advertising matter. This is a field for astute professional insight comparable to the best intelligence required in legitimate modern advertising. It also partakes of a quality of *public adult education for citizenship*, since it requires sharing a conception of the Association which may appear significant to the citizen and one on which cooperation will readily be given.

The possibilities of such induction and assimilation of members as permit *early satisfaction from the experience* should permit a professionally minded executive much scope for the *examination of values* resulting when the member is treated as customer only, as against his enlistment for the purposes of the Association.

Continued education through participation in activities and through house organs and other types of publication also becomes a practical field for the application of many phases of *educational experience in terms of different age levels*. A professionally minded leader will at once understand that his community provides important resources of experience which may enrich his own practice and that of his associates. He will seek not only the continuance of members, but will encourage a feeling of belonging on the part of the member, and the attitude which results from the discovery by the member of the significance of partnership and fellowship.

The organizing and inspiring of these members around important undertakings and functions, many of them extending beyond the association concerns into community life, represent again a large professional challenge. *No educator in a university has a greater possible opportunity than the secretary with the skill and understanding necessary to deal creatively with important concerns worthy of the time, thought, and energy of these groups.*

b. Scientific Program- and Policy-Planning

The analysis of difficulties brought forward the following activities:

The use of records for the determination of activities, charges, etc.

The use of factual material in planning

Evaluating activities and policies, and revising plans on the basis of record

These items of difficulty refer clearly to the scientific basis for program-planning and policy-making. Accurate factual records are involved. These are the basis of professional workmanship as distinguished from amateur or casual methods.

Among the specific points significant for better professional workmanship are:

- (1) *More adequate analysis of community needs*, since programs have too often been planned without any adequate analysis of the unique requirements of the community or its people. The

Blue Ridge Assembly Commission on Social Forces Affecting Y.M.C.A. Work with Boys found sharp differences in the importance of specific aspects of community life and arrangements for boys' work between a selected group of sociologists and the opinion of 244 boys' work secretaries. Twenty-five separate items were considered.

- (2) *More discerning study of the interests of members*, and a more skillful use of available devices, such as interest finders, in the locating of interests and in their use in planning effective programs.
- (3) *More skill in interviewing individuals*, - the aspect of leadership perhaps most common of all. Latterly it has become evident that much more careful practice would prove rewarding.
- (4) *More cooperative planning between agencies in the community*, especially as regards placing the total resources of the community at the service of the total needs of the community. This implies special awareness on the part of the secretary concerning the finest advances in program and service of all agencies and a sympathetic utilization of this experience, along with readiness to share the best experience of the Association in method and policy.
- (5) *Skillful building of program projects*, as against the indiscriminating promotion of activities. Good management now faces the problem of determining which activities are of first importance, in order to make sure that they may be retained when others have to be curtailed. It is conceivable that a stage has now been reached when the emphasis should be placed upon intensive rather than extensive effort.
- (6) *Progress in evaluating what is done*, including the recognition of the place of good records, and program accounting. This requires more than attendance records merely, such as some checking on the results in actual conduct and attitude which make it possible intelligently to discriminate between this method or that, however well established either may be in traditional practice.
- (7) *Development of policies and specific plans based on known values*, and the appeal to public support on the basis of successful practice. Good records help one to understand the program much more clearly, to prepare for changes, and even to predict trends. Costs can be known. Public support will without doubt eventually require a type of accounting comparable to that now expected in financial terms.

c. Personnel Effectiveness

Among the items brought forward by the analysis of difficulties were:

- Appraising the effectiveness of personnel
- Raising the standard of workmanship and personnel

These items were also included, in slightly different terms, in other features of the inquiry to which great importance was attached.

They included "Dealing with associates in such a way as to bring about their maximum growth and efficiency" and "Recruiting, training and keeping at work a capable, efficient, and cooperative staff".

In view of the special study made of appraisal (see page 154) and the recommendations accompanying that study, it is unnecessary to deal here with specific procedures. It is sufficient to emphasise the need of systematic personnel appraisal periodically.

Early studies of staff training by Super, Urice, and Wiley, and more recent staff studies, show the mutual and interdependent character of the staff relationship from the standpoint of work-standards and attitudes.

Much depends upon the executive's skill in dealing with his associates in such a way as to stimulate their growth and efficiency. A democratic type of executive leadership is more favorable to such growth than the type reflecting the autocratic pattern of the army or the old-time business executive. Paul N. Kaufman in *The Harvard Business Review*, in discussing this matter, comments:

"Ability in management is an elusive element; you can seldom place your finger upon it. Occasionally it rests chiefly in one individual, but more often it comes about through a happy combination of individuals. The "lone-star" executive usually has a gift, but he is not always a good person to rely upon. His strong features are usually more than offset by his inability to work with others. Furthermore, he seldom provides for the training of executive understudies, because he is too impatient to train them; he prefers to take care of a matter himself, for it is quicker and safer. So long as the king occupies the throne all is well; but should he be called away by ill health or something else, troubles are likely to arise. . . "

From a strictly practical point of view it would be desirable to follow what may be called "functional" leadership, in which the best qualified man on the staff in a given area is recognized and accepted as the staff leader in his particular specialty. In this case the executive becomes primarily a coordinator of diverse functions, and many undertakings; likewise a teacher and coach of individuals as they make progress in their skills and techniques. However, this may be a somewhat mechanical procedure. One shrewd educator, from the background of social psychology, introduces fundamental doubt concerning this point of the executive relationship. He says:

"There is a tendency of many executives of rather meager ability to fall back upon the structural habits of their institutions, and to make their jobs secure without contributing anything forceful of their own. I wonder if this evil also would not be better remedied by a kind of communal rather than organizational division of functions. Under such a scheme each person would have to stand on the merits and uniqueness of his own contribution and would not be able to hide behind the routine duties or orders given from above. In every field, we find many incumbents who assume that an institution runs itself, and all they have to do is to play a certain routine and standardized part. This, to

be sure, shows a lack of creativeness, or courage, or ascendance, upon the part of the individual; but I submit that it is also a result in part of institutionalism itself. If there were no such definite requirements and structure of an organization, it would be impossible for individuals of this type to find any place in them. And also the reduction of institutionalism would tend to encourage the development of these other qualities. In other words, while you have asked me for advice concerning the re-training of individuals to fit their institutional duties, I am replying that, although this a legitimate question, fully as much attention ought to be paid to the nature of these institutional duties. The problem should be attacked on both sides if we are to expect a fundamental solution."

No one will deny that this educator has raised questions of great significance to the entire Association secretaryship. Executives in particular and all others responsible for staff assignments and procedure need to take to heart the challenge here presented.

Staff meetings, in the light of the foregoing material, assume a new dignity as educational features in the professional experience of staff members. The examination of local staff training in a later section of this report will prove rewarding. The possibilities of so arranging the staff conferences that they are entered into by professional workmen on a professional level of exchange and criticism will be intriguing to those who have learned the value of mutual criticism of practice.

d. Sound Economic Policies and Control

The study of difficulties brought forward the following items for special attention:

- Securing and maintaining buildings and equipment
- Finding new sources of income
- Achieving a stable basis of support
- Building up sales
- Securing adequate endowment

These questions involve the use of adequate facts for prediction of material needs and economic trends in respect of these facts, and planning and control of actual procedures necessary to get results.

It is frequently pointed out that the area of *building expansion has come to an end* for the present. Of course, there may be replacements of wornout buildings here and there. But *adequate maintenance is as important as ever* and is itself concerned with skills and methods of professional quality. The more efficiently managed associations find it necessary, by careful study of processes and costs, to make notable advances over the *level of efficiency* of a few years ago. Surveys such as that of New York City reveal wide disparities in *operating costs of comparable units*. Few associations share operating costs on an adequate scale. The Association movement as a whole has until recently been without such *comparative trends of costs for guidance of local policy*. The new Administrative Service

and that of the Architectural Bureau represent important beginnings for professionally minded executives who are determined to master the unknown factors which harass and prevent intelligent grappling with these urgent operating questions.

Housekeeping is also a true professional job. Unclean buildings have poor educational and spiritual results. They have low drawing power for prospective members. Skillful hotel-keeping has recently become the objective of university courses after hotel managers found it necessary to put their work on a professional basis.

New sources of income and indeed the whole question of a stable supporting basis, including the endowment question, root deeply into the *community philosophy* held by the Association as well as into the attitude about the Association which the community itself holds. The problem, therefore, speedily extends beyond the area of financial administration as such. It involves the *constructive education of the community* on the basis of valid work for which it will pay. Here then are involved two types of control: that through vigilant supervision of the budget, of expenditure, of activities that are income-producing; and a control which rests upon appreciation by the community resulting from valid services and sharing of responsibility. From either point of view the experience which is now available indicates a function professional in character, and him who performs the function well as a professional workman. This is more than a name. It signifies a method of work and an insight which will find solutions even when they are difficult.

e. Community Policies and Support

Three significant functions were again thrown forward under this heading by the analysis of difficulties:

- Making functions and obligations clear in publicity
- Securing endowment
- Engaging in community cooperative research

Community leaders and contributors to philanthropy are becoming more interested in an adequate program for the youth of our cities and less interested in individual organizations. *Understanding, co-operation, and united planning by all agencies of the city for all of the youth of the city are called for by many today, and will be demanded by the general public tomorrow.* No organization can longer believe that it is the only agency to contribute to the growth of an individual. Common sense says that we must understand one another's program. Wise policy-making in the Association takes into account the work of other agencies.

Further reference to the problem of community policy and cooperative social effort will be found in Chapter V. It would seem that there must be important social objectives of such magnitude as to draw into effective unity the efforts of many diverse organizations. *The avoidance of community conflict is not enough. Community morale must be built up in which constructive citizenship can function effectively toward important objectives.*

This becomes particularly significant in terms of professional and lay relationships with the Young Women's Christian Association. There is an increasing demand that the Young Men's Christian Association and Young Women's Christian Association meet the needs of youth of both sexes for normal friendships in shared activities. These two Associations have as much in common in program and objectives as any two agencies. They are supported by the same persons. The Young Men's Christian Association should take the initiative in cooperation. It ought to be fair and generous in the plans made.

Finally, a part of the professional task of the secretary is, therefore, the discovery of the community problem as it really is and the guidance of his institution into more effective relationship to these problems.

f. Intelligent Participation in the National Movement

Items of special difficulty isolated were:

Securing the interest of members and their support for the Movement as a whole

Securing acceptance of a fair share of financial and professional responsibility for the larger Movement

The relationship of local fellowships to broader movements constitutes a relatively new field for professional effort. Yet it is an old relationship in terms of organization. The Christian Church early illustrated many of its problems. The effort of the governments of the world to find their international expression is a current example in larger terms.

The broadening circles of interest of individuals are increasingly the subject of study by educators, who see in the home the first of many vital environments related to the building of democratic citizenship.

There is probably no inherent reason why the local young man or boy should respond to a movement-wide relationship or appeal except in terms of experience that is his own. Hence the professional's task is so to guide this individual experience that the broader concerns of national participation may afford a real basis for an attitude of interest growing to an attitude of loyal support. This is a strictly educational task requiring substantial use of the best method of the educator, whatever the form of group or contact used.

The extension of this interest and the constantly increasing participation which may result take on meaning as the national or international enterprise itself takes on meaning. It may be stated that hitherto the Association Movement has sought member-interest largely in terms of the maintenance of its structural form and the financing of services often little understood. Too infrequently has the local member been presented with a program of action, including urgent social measures, which gave to the national Movement some other significance than that of being the sum total of all the local movements, not all of which he has seen, moreover, addressing themselves to undertakings worthy of their power and scope.

The professional leader must be sensitive to these elements of value in the total relationship, and build more surely from the experience of the individual member if there is to be intelligent and enthusiastic participation in the Movement's concerns.

The support of the Movement, financial and otherwise, cannot rest elsewhere than upon interest thus built up. The history of the lay leadership of the Movement roots back into such experience.

The professional participation in national policy-making, including the programs and projects of the various departments at work, should be a guarantee that the national services will be ethical in character, adequate in scope, amply financed, and adaptable to the changing requirements of any year.

4. IS EMANCIPATION ATTAINABLE?

Perhaps there is impatience with this long array of difficult problems upon which analyses and suggestions are so freely contributed.

"Here is not emancipation," some one will say, "but instead even more arduous duties. You ask that we be freed for certain new and broader demands in this time of emergency, and then press more details of method upon us."

Sympathy must be acknowledged for those who feel this way. There is some truth in the rejoinder. Perhaps it is unavoidable that it should be so. Yet, paradoxical as it may seem, the way through the difficulty is to go deeper into it, not less deep.

In the conflict of necessities referred to at the opening of this chapter there is perhaps as much hope in a point of view as in a better-practiced science of management. *This point of view, perhaps as simple as a new point of reference or basis of judging as to what is to have priority, may make all the difference between poise and panic, between confidence and confusion, between control and chaos.* It is an observable fact that some executives carry calmly enormous responsibilities which others carry under greatest strain and tension if at all. Knowing how, when, and with whom to consult; how and when to share responsibilities with associates; conceptions about development and process; notions about taking action promptly, yet neither too soon nor too late; belief in the soundness of one's enterprise, in purpose and in fact; a contagious vision of what the Movement means and can become, - these are probably worth more than all the formulae of scientific control, and certainly worth more than the most formidable 'front' any executive can put up.

It has latterly become characteristic of the best work of such a group as the Business Secretaries' Association that they have sought to reduce to compassable form the best professional experience thus far developed. This is a significant and hopeful index of a maturing philosophy which, granted careful choice of new men for administrative and business responsibility, should carry management in the Y.M.C.A. far in the next few years.

There are other areas in the qualitative program of service where a similar process is at work. Indeed, it may be suggested that in many such areas there is a rate of progress in excess of that shown by the executive function. It would appear important, then, for executives in the work of their professional societies to undertake the kinds of projects over the next few years which will make substantial headway toward mastery of the more difficult problems which they confront.

The liberation of the present executive may remain only a hope if present preoccupation with institutional features continues. Even these features, as has been said, have their professional requirements. Yet it does not appear likely that the equipment-policies of the recent past will underwrite buildings substantially enough to guard against their being a heavy drain upon time and strength at least during economic depression and business tie-up. In the light of this fact, it may perhaps be in order to ask whether emancipation may not sometime mean a less pretentious institutional responsibility.

Chapter II

The Clarification of Function of Lay and Professional Leader in Direction of Policy

FOR DISCUSSION

1. How far does the characterization as to the present status of lay-professional relationships given in this chapter seem to be accurate?
2. Does the conception of the Association as a "fellowship" affect the form and nature of lay-professional relationships as radically as it is claimed to do? Is the fellowship conception valid?
3. Are there real differences in the nature of the contributions which laymen and secretaries bring to the Association enterprise? How adequate are the distinctions made?
4. How can increased competence be developed among secretaries in making lay-secretarial relationships significant and effective?
5. What active steps are appropriate for our professional groups and societies to take in the improvement of lay-professional relationships?

The finest expression of the Young Men's Christian Association is undoubtedly in its lay character and history. The significance of the Association profession as such must be found in relation to this fundamentally lay character of the Movement.

The preceding chapter has dealt with the liberation of the executive leadership, because on this issue will probably depend the success with which both the secretaryship and the Movement may be able to meet the broader demands of this time of social change.

This liberation must depend largely upon the conception of the professional task held by those lay leaders who, through various board and committee relationships, have the direction of policy largely in hand.

A. The Lay Management Group

In every association a portion of the membership is chosen for special functions of leadership, direction, and sometimes of actual management. According to recent surveys, no fewer than 80,000 such members accept committee responsibility for program, finance, and general policy. Some of them are chosen for larger responsibility in boards of directors and committees of management. Their relation to

policy implies responsibility for what happens when the policies which they develop are carried out.

It is said that it may be difficult for these directors and committee men, fresh from their several fields of business endeavor, to initiate or support policies greatly at variance with their experience outside the Association. The extent to which they do so may depend very largely upon the skill of the professional or executive secretary in helping this powerful group of volunteers to understand thoroughly the unique, if pervasive, purposes of the Association and the methods, whether similar or dissimilar to those of business, by which its aims are given practical effect in the community.

Who constitute this group of board members? They are a mature group on the whole, with an average age of forty-seven years. (Members of the Association probably average about twenty-five years. Secretaries average about thirty-seven years.) Among directors one man in seven is over sixty. *Fifty-five per cent are college graduates, and the average education for the group is about two years beyond the average of the secretaries whom they employ.*

Directors have about five years of service to their credit on the average, which is less than half the average of the professional group whom they employ and approximately the same as that of the non-professional group. One-fifth of the directors have served more than ten years, however; and some of these are to be found in nearly every board, indicating possible continuity of policy on the side of the lay contribution. Provision for continuity should receive careful attention in Association practice as compared with business practice. Progressive policies of administration, such as would liberate the executive for broader demands as a Christian social engineer, would require continuous attention and year-to-year adjustment.

The composition of boards of directors reflects the occupations of the community. More than one-half of the present directorate of local associations are bankers, merchants, manufacturers, business executives, and superintendents. Less than one-fifth come from the several professional fields. These facts may have a bearing upon the relationship now to be introduced by a special study prepared in digest for this volume.

B. The Lay-Professional Relationship

The Program Committee is deeply indebted to Jay A. Urice for sharing a portion of a study which he is making as a Teachers College candidate for the degree of Ph.D. from Columbia University. His analysis, which follows, presents certain data on present points of view and status, introduces significant definitions, proposes tests of the effectiveness of the relationship, especially in terms of the fellowship concept, and points out some of the factors which will determine the competence of both parties to this intimate and responsible collaboration.

I. WHAT IS BEING SAID ABOUT THE PROBLEM OF LAY PARTICIPATION

Recent events and changes have led to new observations and affirmations about the relationship between lay and professional workers in the associations. Certain of these points of view are often expressed as follows:

- a. "In the future, the Y.M.C.A. must use more laymen."
- b. "Program-policy making in the present-day Y.M.C.A. is too technical for any real and effective lay participation."
- c. "The largest educational opportunity of the Y.M.C.A.'s is to be found in the organization and conduct of the affairs of the associations. They will realize their purpose best through a maximum of democratic control."
- d. "The present large measure of lay control of the Y.M.C.A.'s limits their social outlook and activity."
- e. "It is better to set ten men to work than to do the work of ten men."
- f. "The weakest part of the skill of most Association secretaries is in the processes of work involved in the lay relationship."

It is obvious that the scrutiny which is being given to every phase of the professional outlook of the secretaryship cannot dismiss lightly the questions raised by such statements. There is in them too much of import for the future of the Association Movement.

2. EVIDENCE ON PRESENT STATUS OF THE RELATIONSHIP

Facts have been assembled which reveal that:

The ratio of committee and board members to secretaries is increasing; activities led by lay workers are increasing.

Y.M.C.A. administration is growing more complex in ways that affect lay-professional relationships.

Program is becoming more complex in ways that make lay control more difficult. Older forms of secretarial cooperation are poorly adapted to the present necessities.

Many boards seek to represent the members without being truly representative of them.

Processes of democratic control are not generally characteristic of the associations.

Committee service, one of the chief forms of lay activity, is not of high quality in many associations.

In general, employed officers' societies have shown little professional concern for the quality of committee work.

Secretarial relations to board meetings must be greatly improved, if they are to be on a true professional level.

There is much interest among some groups of secretaries in the increase and enrichment of volunteer service, little among other groups.

A selected group of board members who were asked to describe their experiences report that board time and attention are given most largely to financial and management matters, and that policies are best established in these areas and in relation to more colorful program features. Less time and attention are given to the broader educational objectives of the associations' program and policies less well established in terms of them. Their personal interests do not coincide fully with the necessities of board work but, on the whole, they accept the situation as necessary and fairly satisfactory. Their reports of their experiences reveal necessities for new skills among secretaries.

These facts and observations throw light on the present status of the lay-professional relation. They reveal certain central problems which must be solved, if a professional outlook is to be achieved in this phase of the secretarial task.

3. WHO IS A LAYMAN? WHO A PROFESSIONAL?

Certain definitions and distinctions are proposed as follows:

a. *Laymen* may be considered in two general groupings:

- (1) *Volunteer Workers*: those who have responsibility for the conduct of specific activities. They meet with and lead groups, solicit members, engage in counseling, etc.
- (2) *Lay Leaders*: those who have responsibility for policy making and administering. They serve on committees, boards, and councils dealing with control, making of policies, approval and appraisal of work.

Their responsibility derives from some measure of representation of interests which are, in the main, wider than the immediate satisfactions of the committee or board of which they are a part.

b. *Professionals*:

- (1) *Secretaries - Employed Officers*: those employed as secretaries by boards of directors of associations and listed in the Year Book.
- (2) *Other Professional Workers*: members of school faculties, swimming instructors, or those employed, for part of their time at least, by the association but who have professional interests and status outside the Y.M.C.A.

c. *Members*: technically, all of the classifications above. There is a large group of persons, however, who affiliate with associations but do not necessarily engage in the conduct of their enterprises, or leadership of activities; or assume responsibility for control, or for policies. They may, or may not, participate in their enterprises and activities.

4. A PROBLEM OLD AND NEW

It is often assumed that, "in the good old days," before the advent of secretaries in the Y.M.C.A., laymen carried responsibility

in a spirit much better than that of today. A study of lay-professional relationships in the New York City Y.M.C.A. during the years 1852 to 1870 gives a picture of one association before there were secretaries, and throws into clear relief the contribution of secretaries to lay leadership and control. It appears that:

- a. "Laymen did not have a steady and sustained interest growing out of or representing commitment to the purposes of the Association. Their interest, it appears, rose and fell. It was at its high points when occasional matters of critical concern to them came to the fore."
- b. "McBurney, the first secretary distinct from the lay group, seems to have increased lay interest and activity, and to have made them more vital by keeping critical concerns before the boards and committees."
- c. "Organization 'machinery,' as it developed, seems to have made more effective committee control, an increase of committee activity, and better educative experience for those who participated in committee work. Clearly defined relationships and aggressive centralized leadership helped to overcome both regrettable disharmony and ineffectiveness."

McBurney, however, early saw dangers in what he termed "secretarialization" of the Association. He pointed out the central problem of lay-secretarial relationships. Although he demonstrated that secretarial guidance and supervision served to improve the quality of lay service, he was keenly aware that this desirable result would not follow if the function of the secretarial office was misinterpreted.

However certain present-day forces and influences in social and economic life keep the problem new. These are likely to force changes in the relationships. Some of these factors are: the constant demand for a higher quality of Association work; growing interest in adult education; increase of leisure time; a demand for increased efficiency in the operation of institutions; changing attitudes toward the control of institutions; changing attitudes toward professions; new attitudes toward social urgencies.

5. BY WHAT TESTS SHALL THE CHANGING RELATIONSHIP BE JUDGED?

By what criteria shall we judge the quality of lay-professional relationships? Some practices and theories appear to be desirable; others seem less than good; others are difficult to appraise. As a basis for judging the quality of any proposed form of lay-professional relationships, eight criteria or tests are proposed for examination and validation. The best practices would appear to be those which provide most fully for:

- a. Association in the Y.M.C.A.'s
- b. Maintenance of legal control in the hands of laymen
- c. Full utilization of professional ability
- d. Constant improvement of the quality of association work

- e. Increasing volume of activities
- f. Continued adaptation of work and policies
- g. Growth of social awareness
- h. Fostering of democratic relationships throughout the organization

6. THE YOUNG MEN'S CHRISTIAN ASSOCIATION AS A FELLOWSHIP

The use of criteria for judging the quality of lay-professional relationships is both difficult and unfruitful, without a total view of the enterprise which takes full account of its largest necessities and possibilities. In the organization some are employees, others the employers; some have more training and skill, others less; some are unaware of their life-needs, others think they know "what is good for them." If free range is given to the expression of interests and viewpoints, they often clash in disharmony. The maintenance of the institution makes demands which hamper sympathies. Relationships thus conditioned must of necessity be seen from a standpoint which catches up many values and guides progressive development toward ends which can be held confidently. A conception of the Association as a fellowship is such a guide.

a. *The Meaning of Fellowship* - Fellowship should mean a quality of personal relationships in the sharing of life-enterprises. A fellowship is a society or group which is characterized by a high quality of personal relationships in shared enterprises. It is out of personal relationships that character is achieved. It is through the sharing of life that personality is enriched. "Fellowship is a by-product of effort directed toward larger causes than those of immediate satisfaction for the persons engaged." Through identification with such enterprises the purposes of men are formed and their abilities developed. To the extent that "fellowship" describes processes of growing and becoming, it has fruitful meaning, both as a goal and a method.

b. *Fellowship and Member Participation* - From this standpoint, new meaning is seen in the Y.M.C.A. as a body of member-participating organizations. Legal rights, organization-forms, "democratic procedures," and control come into proper perspective. Member-participation, on every possible level, is desirable because of what it means for participants. Each brings his needs and interests, his purposes and his capacities. All find life enriched through sharing; nor can participation be limited to inconsequential matters.

c. *Fellowship and Religious Enterprises* - Member-sharing and the active participation of lay leaders must be genuine around the phases of the Association in which its religious ministry and meaning are found, and a more genuine sharing of interest and effort in these enterprises be provided if laymen are to gain the religious satisfaction and competence in religious leadership which they desire and for which the Association exists. From this standpoint must be viewed the adequacy of our committee and board leadership in the conduct of

religious enterprises, the skill of professionals as "religious workers," and many of the tasks of policy planning.

d. Fellowship and Training for Citizenship - In the conduct of its own affairs an association has its greatest educational opportunity. Through the management of its enterprises, small and large, it can provide experiences in democratic living. It can accustom boys and young men to creative relationships with their fellows which take into account the interests, needs, and right of others. The nature of responsibility and responsible action is learned through the practice of them.

e. Fellowship and Social Aims - Social creeds are hollow unless the organizations which profess them manifest a high quality of social relationships within their own life. Made up of persons from many economic levels, the associations have a unique opportunity to foster mutual respect among social groups.

f. Fellowship Between Age Groups - A little-recognized and unique characteristic of the Association is the opportunity it offers for fellowship between persons of different ages. Schools do not make this possible; clubs and political organizations do not attempt it. The values at stake are apparent. We live in a world made up of old and young people, but modern life, which has separated so much of its necessary activity from the home, has deprived those who are older from vital contact with youth.

g. Fellowship - Lay and Professional - The character of the lay-professional relationship is determined in large part by the nature of the organization. If the organization is regarded primarily as an association of philanthropically minded persons who support a group of professional workers for the conduct of activities which are deemed to be good for boys and men, the lay-professional relationship will be appropriate to that order of things. Then the employer-employee relationship will loom in large terms, and the professional will devote much of his attention and skill to convincing the employer that the work is worthwhile. To the extent, however, that the organization is truly a fellowship, in which the lay officer and member actively participate, no distinctions will be made except those which grow out of different backgrounds, abilities, and interests. The right of the layman to his satisfactions from sharing in the enterprise will be valued highly by the professional. The unique contribution which each, professional and layman, can bring to the fellowship will be seen in terms of the enrichment of its possibilities. The techniques necessary for the professional grow out of the necessities of his role in a fellowship.

7. DIFFERENCES OF FUNCTION. WHAT IS THE TASK OF EACH?

Clear distinction between the functions and proper tasks of each-professional and layman - is basic to understanding and improving the relationship. Confusion not only makes the relationship unsatisfactory but thwarts the consistent achievement of the aims of the Association.

a. *The Fact of Employment* - The fact that one group is employed by the other does mark a difference in the relationship of each to the enterprise, even though the money which makes the employment possible is given because of community confidence in the combined work of both groups. The status of employer or employee does not define functions. It does mean that one group, the professional, may be presumed to have a primary interest in the work of the Association while for the other, the lay group, the Association is secondary to other interests.

b. *More Skill and Less Skill* - Although it is generally assumed that in activity-leadership the employed officer has greater skill than the volunteer, this certainly cannot mark a genuine difference in function. Many volunteer workers possess more skill in the leadership of activities than do some secretaries. Both volunteer workers and lay leaders may work in the Association as professionals from other callings. The question is not one of more skill or less skill, but the proper use of skills so that all may make their largest possible contribution. There is a skill and experience in laymanship which is peculiar to it.

c. *Time Given to the Association* - To say that "the secretary gives full time, the layman but part time" states a fact about the general situation, but does not mark an essential difference. Many laymen give a great deal of time to the Association. A small amount of time from some may be of as much value to the organization as full time from others.

d. *What the Layman Brings* - The layman who engages in the guidance and control of the Association brings to it:

His representation of his own group.

His representation of the community as he understands it.

His knowledge of the needs and interests of youth in the community.

His ability to commend the association to his group and to the community, and his desire that it shall be worthy of commendation.

His special abilities in relation to the enterprises of the association.

These things are not more or less valuable than similar contributions of professionals. They are something different in kind. They do not represent an extension of the secretary's personality or responsibility; they belong to the layman in his own right. They should be seen as lay specialization.

e. *What the Secretary Brings* - The secretary, in his relationship to the association, brings to it:

A knowledge of the traditions, experience, and ideals of the Association Movement.

An ability to unite able and representative people into functioning units and to incorporate them into the fellowship.

An ability to discern new possibilities of fellowship among the persons who compose the association and the community, and to aid persons in realizing them.

A knowledge of the resources which enlarge the possibilities of enterprises and activities and a skill in making such resources available.

An alertness to certain social needs, an ability to make others aware of them, and a competence in relating others to the task of meeting them.

An ability to discriminate among the interests and needs of persons, and to aid in satisfying them.

A competence in focussing the necessities and interests of the organization on each concrete instance of management, so that all necessary values may be taken into account.

A perspective on the religious meanings and possibilities of the fellowship, and a skill in translating them into reality.

Competence in these things represents the specialization of the profession.

f. The Lay-Professional Relationship in Administration. Swift, in the report on the New York City Y.M.C.A. Survey, has proposed a classification of functions which differentiates clearly the tasks of laymen and those of professionals. He classifies these as follows:

Policy formulation is the task of both professionals and laymen. In this they cooperate, each bringing his special insights, experience, and skill to bear on the problems involved.

Policy determination is the responsibility of laymen alone. This derives from their legal status and their relationship to the community. Their action establishes policies.

Policy execution is the responsibility of secretaries. Once policies are established, it is the task of the professional to see that they are carried out. Lay and volunteer workers may participate in this, but the secretary is ultimately responsible to the lay group that policies are carried out, whoever engages in the tasks involved.

Such a distinction clarifies relationships and makes possible the full scope of necessary and desirable activity on the part of each group without confusion. In these terms, fellowship can be achieved amid the complexities of administration and in the guidance of the most technical programs.

g. What is Leadership? The discussion would not be complete without a reference to the nature of leadership in a fellowship. It is sufficient to affirm without elaboration that the attempt to make laymen feel they are "in charge", while at the same time they are being manipulated or coached, denies all the true values at stake for them and prostitutes the professional calling to a desire for personal achievement.

Miss Mary Follett has described the true leader as the person who has ability to liberate energy in others. This assumes that he finds his satisfaction in *power with* rather than *power over* others. His highest achievement is his ability to join his capacities with those of others in ways that enhance their possibilities and insure their self-realization. Leadership directed by this ideal may not be acclaimed popularly; it does not need such applause. The dignity of its aims accredits the leader sufficiently to himself.

8. THE PROFESSIONAL TASK IN MAKING LAY-PROFESSIONAL RELATIONSHIPS WHAT THEY SHOULD BE.

This study is made by a secretary and addressed to secretaries. It represents one of the parties to a joint relationship discussing the relationship without the participation of the other. It has all the shortcomings of that limitation. It will serve its purpose best, if it leads secretaries to an active and cooperative study of their relationships with lay persons. The present concern with the profession and the professional needs to be matched by an active consideration among laymen of their laymanship, and cooperative undertakings for the improvement of the quality of the whole relationship. This has been done most fruitfully in some associations through inquiries into their committee structure and functions and through more formal surveys.

a. *A consistent philosophy is essential* - Any progressive improvement of the relationship demands a working theory. Such a theory must have a true perspective of the nature and possibilities of the Association. Fellowship as a clue to the aims and meaning of the Association has been proposed. Some criteria for worthy relationships have been outlined, and a distinction in functions based upon them. These proposals should have the vigorous criticism called for by the significance of the problem. The secretary who would build his service for its largest future usefulness will seek the basis for a working theory of his relationships to laymen. He will develop this theory in terms that permit of its growth and enrichment.

b. *Competence in terms of the relationship* - The central focus of professional competence may well be skill in achieving and maintaining extensive and vigorous lay participation in the fellowship, which is the Association.

- (1) Lay participation depends so much upon the quality of democracy which exists within the organization that skills in developing representative forms of sharing responsibility are essential.
- (2) Lay control finds its expression in group action. Good group work in councils, committees, and boards is a difficult achievement. Secretaries should be expert in the art of guiding group meetings. The literature available is excellent and ought to be a part of the equipment of every professional.
- (3) Personal counseling, which in supervision helps to achieve full lay participation, is dealt with in another paper of the conference. This skill is highly developed in other callings from which secretaries may well draw assistance.

- (4) The interpretations of the organization which secretaries make to its own leaders and to the public go far to make for understanding and attitudes which condition lay initiative and relationships.
- (5) The personal values and religious meanings that emerge at every point from Association work must be made explicit if they are to be understood and given proper regard. This demands a nicety of appreciation and skill in interpretation.
- (6) By the forms and quality of his own "leadership", the professional may establish expectations of leadership which will determine its character throughout the organization.

It is in terms of matters such as these that the professional can determine the quality of the lay-professional relationships in the Association. Each succeeding chapter of this volume bears significantly upon the preceding analysis, lending both content and urgency to the principles of relationship suggested above.

Chapter III

The Preparation of Our Secretariat for *Competent Guidance of Persons* in a Society of Complexity and Conflict

FOR DISCUSSION

1. Guidance is said to be "a pervasive and inescapable function of the secretary wherever persons are facing the issues and problems of human living." What new demands does this make on our theory and practice?
2. Many of the sources of the problems of youth listed above grow out of social conditions which youth cannot modify. In what terms can guidance be given to aid them deal with such problems?
3. What do these views of guidance mean in terms of religious work?
4. Which of the needs, problems, and recommendations of the report make the most severe demands on customary secretarial practice?
5. Can the Y.M.C.A. support guidance in these terms? What steps by professionals are essential if it shall do so?
6. How can the practices as listed be made more characteristic of the work of all staffs and associations?
7. How can secretaries increase their competence in guidance?
8. How can secretaries come to see more clearly their own personalities as factors in guidance?

A. Urgency of the Problem

That guidance in the best sense of the word is needed now as never before may be assumed in view of the social conditions of the present day. Probably the reasons why this is true have nowhere been better set down than in the official organ of the New York City Association, *Men of New York*, for March, 1933, as follows:

"Never in the history of the United States have the problems faced by youth been so complex and baffling as now.

For the employed it is the fear of a pay cut or loss of job.

For the unemployed, worry over failure to find work.

For the unemployed, need of study to keep alive or learn new skills.

For the high school youth, discouragement because he can't go to college or get a job.

For the college man, cheerless prospects for beginning life's vocation.

For the boy in the unemployed family, an unhappy situation.

For the intelligent youth, pessimism as to the social and economic outlook.

For the less intelligent, ominous drifting into crime.

For the ambitious, gloomy possibilities for getting ahead.

For the young lover, handicaps to marriage, home, children.

For many, unusual temptations to vice and immorality.

For many, vexing financial complications.

For many, adversity leading to mental and physical breakdowns.

For many, loss of faith in humanity and God.

For all, a larger leisure with heavy competition for the extra hours.

For all, special need of competent information and counsel to help maintain self-respect, confidence, courage, character."

Urgent and tragic as are these problems, not alone of youth but of many older persons as well, it is necessary to remember that at the heart of the Association program historically, as well as at the present time, is the responsibility for the guidance of persons. It was there even before our profession came into being, long before "personality adjustment" was thought of.

The material which follows is the timely work of an exceedingly able committee who have prepared a survey of the general problem of guidance in its social and religious relationships, and have studied the present concepts and scope of this central activity in professional practice. They have examined the competence of the present secretaryship for this task. Their study is of such fundamental character that a separate monograph growing out of it is in preparation.* Secretaries who are intrigued by the material of this chapter will wish to go to the monograph for a more extensive and valuable treatment than is possible here.

From the original study we read:

"The central meaning of guidance seems to be clearly emerging from the fog which has surrounded much recent discussion. The scope of guidance in both the objectives and the practice of the secretary can now be definitely examined. The competence of the secretary to carry his professional responsibilities in guidance, as revealed by his own appraisal of that competence, and by other indices, can now be evaluated, partially at least. We can inventory the kinds of experience which have been found most fruitful in increasing the secretary's insight and skill in the guidance of persons. Above all, perhaps, we now have compelling evi-

dence drawn from the life of the Association that guidance should be a *pervasive and inescapable function of the secretary wherever persons are facing the issues and problems of human living.*

B. Guidance and Religion

There have been many queries of late as to the relation of guidance to religion. This is a pertinent question for a profession that conceives its task to be one of religious leadership. Guidance may be conceived as essentially religion or as included in its aims and its outcomes. For example, religion seeks to develop persons who are increasingly capable of making decisions in life in terms of the highest possible Christian outcomes; so does guidance at its best. Religion seeks the integration of the person around commanding purposes and ideals; so does guidance. Religion seeks the "abundant" or the most completely satisfying and significant life for persons; so does guidance. Religion seeks the best possible orientation of the individual to his total environment, both social and cosmic; so does guidance. Religion has always sought "peace" of soul as a priceless possession of the individual who has found the larger meaning of life; so does guidance seek poise and purpose for persons who have found the larger meanings of the forces of life which move within and around them. This of course does not make religion and guidance synonymous. Guidance is merely one of the ways by which professional leaders in the Y.M.C.A. attempt to bring a larger share of the abundant life to persons."

It is desirable at the outset of the chapter to present a summary statement from the committee conducting the study, which sets forward in broad outline what the large number of secretaries reporting considered to be the greatest problems, needs, or difficulties in doing more effective work in this field. With this material is combined the committee's own analysis of other aspects of the inquiry in its attempt to indicate constructively "the specific points at which the profession should focus its attention if our competence in the guidance function is to match our opportunities and our objectives".

C. Summary of Needs, Problems, and Recommendations

1. *There is still need of clarity in our understanding of the meaning of guidance as an attempt to understand the unique needs of individuals and to help provide them with the resources which will increase their ability toward self-guidance in meeting the problems, responsibilities, and issues of life in an increasingly effective and Christian way.* Although the results of this study give good grounds for encouragement in believing that this clarity is in the process of development, there are many facts to indicate that its full implications for our total Association leadership and program have by no means yet been recognized.

2. *This recognition of the inescapable nature of guidance should lead to a new evaluation of the importance and significance of this*

point of view and method for the practice of the Association and the secretaries. Our lip service to guidance must be translated more thoroughly into the quality of insight and of practice which will demonstrate the seriousness and genuineness of our ideals and objectives. Nothing less is worthy of a profession.

3. *There seems to be an urgent need for the education of boards and committees especially to the value and necessity of that quality of work which is implied in the guidance point of view.* What this education or re-education of board and committee members will involve will need to be worked out in specific local situations. But the present focus of attention in many associations on numbers touched or reached is the result of the secretary's method of reporting and his direction of attention; and it is not inconceivable that with adequate methods of re-education an appreciation of this other point of view can be developed. This is one of the items which secretaries mentioned most frequently.

4. *How to meet the pressure of time and money essential for good guidance work is another of the pressing problems.* No difficulty was mentioned by secretaries more frequently than this one. It may be necessary to re-examine the entire organization, allocation of personnel responsibility, program procedures, supervisory functions, methods of selecting and training leaders and other volunteers, and the relationship of the Association to other community resources as steps toward the solution of this seemingly overwhelming difficulty. Yet it must be pointed out that some associations are doing a rather effective piece of work so far as it can be judged with no more men or time than many other associations that complain of their inability to do anything in the way of guidance because of pressure of time, inadequate money, and reduction in staff. The vision of the possibility, the understanding of guidance as implicit in all programs, and similar factors undoubtedly go a long way in determining the extent to which a given association can embody the guidance ideal in its practices.

5. *The integration of the guidance approach in all of the activities of the Association seems to be the desired direction of development.* This means that the program shall be individualized from the beginning of the person's admission into membership or participation in the Association throughout his entire experience or contact with it. Although there may be special Guidance Committees or personnel, the function of such persons would still be to help to make guidance integral in the total approach of the Association to the person.

6. *There is need for a minimum of records without which guidance cannot be other than superficial and discontinuous.* Even an extensive record system does not guarantee a high quality of guidance work, but it is true that a high quality of guidance work seems to be practically impossible without some record of the person and his development.

7. *A unified and coordinated approach to all members, if not a reorganization of the structure of the Association, seems to be an*

indispensable factor in effective guidance. Present departmental lines must at least be transcended by a cooperative effort of secretaries to meet in the largest possible way the needs of a single person whose experiences are as broad as his life in the complex community.

8. *We need more systematic and effective methods for improving the professional competence of the secretaries for this central professional function.* This demands methods of sensitizing the entire staff to the purpose, meanings, and methods of guidance. It means time for study. It means actual practice under the direction of supervisors capable of stimulating growth in guidance workmanship. For some members of the staff, it may mean more technical training in methods of testing and measurement of personality and character factors. Secretaries were almost unanimous in listing this need of more adequate methods of secretarial training for responsible guidance.

9. *The profession needs a more adequate scheme for the selection, supervision, and training of leaders and instructors from the guidance point of view.* The study reported by the Committee on Social Education indicates quite a wide hiatus between the social ideals and opinions of the secretaries and those of the group leaders. It is altogether likely that there is fully as great a gap between the insight and understanding of the secretaries and of the leaders in the field of guidance as in that of social education.

10. *There is need of a wider and more intelligent use of resources in the community, and of more definite working relations with other community agencies from the standpoint of personal guidance.* This will involve allocation of responsibilities, coordination of effort, sharing of resources, and eventually, if not now, planning for community reorganization.

11. *There is a peculiar need at the present time for a philosophy that will enable the profession to work vitally with persons who are cut adrift vocationally and economically.* We need resources that will be constructive to deal with such persons. We cannot be satisfied to give them sentiment or other forms of anaesthetic.

12. *The profession needs a continued concern for social reconstruction, in order that the values of life sought as an objective of guidance may not be permanently ignored, belittled, endangered, or completely denied.* This concern must grow into practical steps for community organization and planning.

13. *Finally, there is need for a recognition that, although most secretaries are not and cannot be specialists in problems of personality, yet they all should be experts in the processes and methods of personality and character growth.*

D. Some Conceptions of Guidance Held by Secretaries

The committee's inquiry made possible a genuine advance in the much needed clarification as to the nature and scope of guidance in

the Young Men's Christian Association. The conspicuous interest in "personal counseling or guidance" in recent years in the Association has been matched by an equal amount of uncertainty, questioning, and confusion as to what this concept really means and as to the demands it makes upon the equipment and task of the secretary.

The committee presented twenty-eight different conceptions of guidance for ranking by secretaries, and in its original report presents ranks given these items by various secretarial groupings. Space forbids presenting these here except in a summary.

In Table I below, the five headings represent different though not necessarily exclusive conceptions of what constitutes guidance. However they were given as titles to groups of more detailed "conceptions" which the various secretarial groupings ranked. The average rankings thus given determined which items came to the top. Thus "Guidance as a method and process for increasing the individual's ability for self-guidance" received the highest ranking (the lowest average) because the items of which it was composed best described the meaning of guidance to those who reported.

Table I

ANALYSIS OF CONCEPTIONS OF GUIDANCE BY TYPES OF SECRETARIES

	Average Rank Order					Totals
	Gen. Sec.	Phys. Ed.	Boys' Work	Program	Business	
1. As a Method and Process for Increasing the Individual's Ability for Self-Guidance....	4.7	5.5	4.5	4.3	5.2	4.3
2. As a Point of View.....	8.3	9.0	8.0	7.3	8.5	8.8
3. As the Use of Specialized Techniques.....	13.0	18.0	15.5	12.5	17.5	15.0
4. As Conversations, Talk, or Advice.....	15.6	13.1	15.9	15.5	15.2	15.3
5. As Ways of Bringing Person to Point of View or Solution of Counselor.....	21.9	20.9	19.9	20.5	19.1	21.1

These findings are of the most encouraging and far-reaching significance. They are encouraging because the conceptions of guidance as a point of view which focus attention upon the unique needs of individuals and which seek to utilize methods and resources calculated to increase the individual's ability for self-guidance and self-adjustment appear to be basically sound and valid. We may say that Y.M.C.A. secretaries tend to agree strongly with the persons who are supposed to be specialists in the processes of personality and character growth, or vice versa, depending on where we want the "glory" to fall. The essential and encouraging thing is that Y.M.C.A. secretaries possess this vital and well authenticated concept of what constitutes guidance.

The findings are of far-reaching significance because of what they imply for, and demand of, the secretary in his professional task of guidance through program direction and personal contact. They mean much for the way in which the total Association should be ori-

ented to, or better still, be indigenous to, the distinctive needs of unique persons, for the scope of objectives to be sought, for the insight, skill, and other factors which affect the competence of the secretary to function effectively in terms of this fruitful but demanding concept of guidance.

Twenty-two kinds of conduct were enumerated on the inquiry form. Secretaries were requested to rate each item of conduct for its importance for the happiness and effectiveness of the individual.

Some of the kinds of conduct represent aggressive behaviour or personality patterns, some are indicative of a recessive or withdrawing type of personality, and still others are forms of conduct which are more likely to run counter to the moral standards and "controls" of adults.

The general secretaries rate stealing, unreliability, and seclusiveness as the most important, with untruthfulness, disobedience and being depressed following. The physical education secretary rates stealing, unreliability, and untruthfulness as of the first order of importance, with unhappiness, selfishness, being easily discouraged and cruelty or bullying coming next. The boys' work secretary considers that being unhappy and depressed is the most significant kind of attitude or behavior. The program secretary does not differ essentially from the others in the kinds of conduct he considers the most important. If we were to venture a broad interpretation of the meaning of the inquiry material we should say that Y.M.C.A. secretaries believe that such kinds of conduct as stealing and unreliability are of the greatest importance, presumably in a negative way, for the happiness and effectiveness of the individual in life. Some of the recessive behavior patterns come next in importance, with one of the more aggressive forms of behavior, cruelty or bullying, matching seclusiveness in importance. At the bottom of the list in being significant are: sensitiveness, suspiciousness, suggestibility, dreaminess, masturbation, and smoking. The first four of these items, it may be observed, are considered by child specialists to be of the greatest importance from the standpoint of wholesome personality development.

E. Practices in Guidance

It is beyond the scope of this volume to present guidance-methods, as would be desirable in a manual of guidance procedures. It is necessary, however, to comment upon the relation between practices discovered by the committee's survey, and the prevailing conceptions of guidance.

The committee found a very satisfactory and somewhat common conception of guidance on the part of a large number of secretaries, but the description of practice reveals a great variation in the actual program. The data secured do not permit a final evaluation of Association guidance today. There is evidence of a wide range of types of practice, with partial or limited programs predominating, but with an encouraging number of well integrated examples standing out conspicuously.

In view of the approaching publication of the committee's study as a monograph related to the immediate events of the profession, the Program Committee withholds an impressive list of such examples of best present practice. These practices once again reveal the pervasive character of the guidance point of view.

F. The Competence of the Secretary for Guidance

The preceding materials provoke many questions around the competence needed and possessed by secretaries for the professional task in the guidance of persons. The conceptions of guidance as a point of view and method for helping personalities become more effective and capable in facing the responsibilities and relationships of life, and the scope of the guidance function as widened by both vision of responsibility and actual practice, unavoidably place heavy demands upon the equipment of the secretary. Guidance is not something which "can be taken or left", not something which can be parcelled out to a specialist. It is as pervasive and as indispensable as are the distinctive needs, attitudes, purposes, desires, and backgrounds of persons. Wherever secretaries or leaders, directly or indirectly impinge upon the life of an individual, there is guidance implicit. The guidance responsibility may be ignored, overlooked, or misused—but it is nevertheless inescapable. It is not a question therefore of guidance or no-guidance; it is a matter of degree of effectiveness with which resources are oriented to the peculiar needs of precious personalities. The secretary's professional task of guidance involves the provision and direction of resources to meet the needs of persons as much as, if not more than, the actual dealing with individuals at first hand.

It is not the task of this committee to evaluate the competence of Y.M.C.A. secretaries for guidance, nor even to attempt to enumerate the qualifications which are essential for effective leadership in guidance. We do have, however, some factual material which bears directly upon this question of secretarial competence, which is presented below for what value it possesses.

One of the most illuminative and valuable sets of facts which the secretaries provided concerned their own estimate of competence needed and competence possessed for dealing with twenty-seven kinds of problems, covering a wide range of human experience. Table II, on page 35, shows how general secretaries, physical education secretaries, boys' work secretaries, program secretaries and business secretaries estimate the competence possessed and needed for these various problems of personal and social living.

This table is a combination of several tables based upon secretaries' reports as to whether they feel little or no competence, or complete competence, for each of the twenty-seven items. Rankings are based on a series of scores which make it possible to show where help is particularly needed.

The table has great importance for the training of secretaries for guidance work. Note at the right that the largest differences (on the negative side) are at the top; and that these differ-

ences grow less and less down to the zero, after which positive differences start. These differences determine the ranking of items at the left.

Table II

DIFFERENCES IN RANK ORDER BETWEEN SECRETARIES' SELF-ESTIMATE OF COMPETENCE FOR GUIDANCE, AND COMPETENCE NEEDED

These differences are determined by mean ratings
for all secretaries, item by item. Items ranked
first have the largest differences

Rank	Items	Difference
1.	Guidance on educational problems, selection of school, etc.....	- 16.5
2.	Problems of personal finance, savings, budget, insurance, etc....	- 11.5
3.	Problems of health, diet, exercise, sleep, etc.....	- 8.5
4.	A person who bluffs, boasts, shows off.....	- 5.0
5.5	A lonely or homesick person.....	- 4.5
5.5	A case of disobedience or destructiveness.....	- 4.5
7.5	A person concerned about masturbation, or similar sex problems...	- 3.5
7.5	A parent seeking help in the sex education of children.....	- 3.5
9.	Sex adjustments of married people.....	- 2.0
10.5	Problems of religious belief, - God, Jesus, the Bible, etc.....	- 1.5
10.5	Leisure-time and amusement problems.....	- 1.5
13.	A person who is overdependent, constantly leaning on others.....	- 1.0
13.	A young man seeking to know what eugenics can contribute to him in the selection of a wife.....	- 1.0
13.	Exercise suitable to a man of certain age, occupation, build, etc	- 1.0
15.5	Recommended type of activity or group member should participate in	- .5
15.5	Selection of an adequate diet for a minimum cost.....	- .5
17.	Selection of a vocation by any boy or young man.....	.5
18.	Boy or young man's problem of relations with girls or young women	1.0
19.	An over-critical, fault-finding person.....	2.5
21.5	A person of timid, sensitive, withdrawing nature.....	5.0
21.5	A domineering, overbearing, superior person.....	5.0
21.5	A case of stealing.....	5.0
21.5	A boy or young man with conflict or maladjustment in home situa- tion.....	5.0
24.	A person who constantly offers excuses and alibis for mistakes...	9.0
25.	Parents needing help on boys personality or on conduct problem...	9.5
26.	Distinguishing between real needs and activity interests of mem- bers.....	10.5
27.	A person who, perhaps unknown to himself, has a sense of inade- quacy or deficiency.....	13.5

Note that a high negative difference indicates that "competence needed" exceeds the amount of competence the group has, according to self-estimate. This is a plain indication of a training need.

Note that a high positive difference, as at the bottom of the list, shows that these secretaries feel that they are more competent here than the task requires. Can this estimate be counted reliable?

Despite errors of self-estimate, here is important evidence that secretaries responsible for guidance service consider themselves unable to handle certain types of problems well.

G. Secretaries' Responses to Principles of Personality, Character, and Health Development

The inquiry listed thirty-nine statements related to personality, character, and health development and to principles of leadership and guidance pertinent to these aspects of personal growth. The secre-

taries were asked to indicate whether they thought these statements were true or false. The compilation of results has furnished data of a most provocative character.

A group of persons closely related to the Association, whom we considered to be in position to know a good deal about persons, character growth process, etc., both actually and from experimental or research evidence, were asked to respond to these statements. The majority of their answers furnished what, for lack of a better term we have called the "norm". In some cases these "judges" differed, so that it need not be a matter of surprise that secretarial opinion varies widely. Ambiguity of statements is undoubtedly responsible in some cases.

For purposes of clarity the thirty-nine statements have been grouped in five arbitrary but fairly defensible categories, namely: Principles of Character Growth; Personality and Mental Hygiene Items; Basic Concepts and Principles of Psychology; Principles and Methods of Leadership; and Health Items.

Table III furnished a summary of the responses. In general, it may be concluded that secretaries agree with our best accredited knowledge about equally in the first four areas. The number of health items in the fifth area is small and perhaps there is a weighting here of statements which "debunk" popular beliefs, but secretaries do seem to be less at home in this area than in the others. Apparently, there is plenty of room yet at the top in this business of understanding the basic processes of personality and character growth.

Table III

SUMMARY OF RESPONSES ON PRINCIPLES OF GUIDANCE FOR ALL TYPES OF SECRETARIES

	Per cent of Answers Corresponding to Norms					Totals
	Gen. Sec.	Phys. Dir.	Boys'	Pro- gram	Busi- ness	
1. Principles of Character Growth.....	67	57	60	78	65	67
2. Personality and Mental Hygiene Factors....	66	58	69	70	55	65
3. Principles and Methods of Leadership.....	68	62	69	74	65	68
4. Basic Concepts and Principles of Psychology.	70	64	69	77	64	69
5. Principles of Health.....	53	56	56	50	53	54

H. The Personality of the Secretary as a Factor in His Professional Competence

Part of a secretary's competence for guidance is his own personality. The way we feel about things, react to frustrations and conflicts, and respond to subtle motives determines to a large extent our effectiveness in guidance. All of us are somewhat guilty of ration-

alizing our actions, blaming the other fellow, calling the things which give us deepest emotional satisfaction "sacrifice" or "service", posing beneath a professional cloak of some kind or other, dominating the wills of others in the name of executive power or management, and, in a host of other ways, giving respectable clothing to the immaturities which move us.

Our purpose in this report is not to urge any one to "grow up". As Frankwood Williams has pointed out, this injunction frequently comes from those of us who are in the process of attempting to grow up and who have not quite succeeded, or are not yet quite accustomed to it. ("See my long pants. Why don't you ask your mother to get you long pants? You don't like long pants? Aw, you're such a kid.") Some of us can handle ourselves most comfortably by pointing out the more obvious childish reactions of others. A wise psychiatrist said, "I never find anything in my patients that is not also to some degree in myself."

It is because we can become more competent professionally as we increasingly recognize such factors in ourselves that the following material is described. (The original material presented here a series of situations illustrating the way in which certain personal peculiarities worked out in professional relationships. The outline of topics only can be given here.)

- 1 - *Factors in our background*, such as the way by which some of us got into the secretaryship, affect our emotional attitudes.
 - a. Our work is often the means of securing especially needed emotional satisfactions for ourselves.
 - b. Emphasis upon a "call" to enter the secretaryship, the revivalism of most of our childhood and early secretarial experience, and the moralist motive for much of past Association work still lurk in many of us. Although these factors may have made us socially and religiously sensitive, they may still make the methods of the evangelist more congenial and satisfying to us than the methods of the religious educator and mental hygienist.
- 2 - *Difficulties which beset us all*. Thwarting of our desires and will-to-power, reactions to our emotional insecurity, responses to surges of strong feeling when our self-esteem is violated, and compensations for feelings of inferiority and inadequacy influence our relations with staff, other professionals in the community, board and committees, and members.

Examples:

- a. Delayed response to violated self-esteem projected on the first convenient person.
- b. Face saving - a costly business for committee meetings.
- c. Projecting one's own insecurity and inadequacy on the Y.M.C.A.
- d. Compensating inferiority by executive dominance.
- e. Compensating inferiority by belittling others.

3 - *Occupational Diseases of the Secretaryship*. The term does not imply that all in the occupation have the disease. It means that a larger proportion of folks in the occupation have it than in the normal population. Therefore, we look for occupational factors which cause it. In *The Christian Century* for February 15, 1933, Roy L. Smith catalogued some occupational diseases of the ministry. This article contributed some of the ideas below and some of the expressions.

- a. "*Inflation of the Ego*" - Experiences in the profession which sometimes lead to symptoms of an exaggerated sense of one's own importance. Often a secretary is accustomed to a role secured in uncritical lay groups. When he comes back into his professional group, which is usually more critical of his ideas and work, he is quite hurt by the criticism. This results in wanting to oppose the person who criticises, or to discount the ideas of the critic.
- b. "*Protective Inferiority*" - Just as our egos are often inflated by the roles we develop in the secretaryship, so we also develop inferiorities from lack of capacity to fit our roles. We are often plunged into situations which are quite beyond any of us. Our position and the relationships it develops for us not infrequently have us "in over our heads".
- c. "*Big Business Blood Pressure*" - Many secretaries have quite unconsciously patterned their attitude and behavior after the dominant group in the community. Secretaries have tended to identify themselves with the business men rather than the ministers, social workers, or educators. The way in which offices are arranged, memorandums issued, interviews scheduled and held, buttons pushed, as well as the attitudes and values of business, characterize the symptoms.
- d. "*Compound Dislocation of Status*" - Those with this occupational disease are no doubt more sensitive to social approvals and disapprovals, commendation and criticism, than would otherwise be the case. Those sensitive about status tend to major the activities which give status. The determinant may not be the interest or need of participants, but the secretaries' feeling of competence.

What we *are* determines our effectiveness in guidance perhaps more than what we *know*. By knowing more about ourselves, however, we can change what we are.

The general summary of the study underlying this chapter is presented at the outset of this section under the heading "Summary of Needs, Problems and Recommendations". The larger part of an additional section on "Resources" occurs under "Reorganization of Professional Training" on page 125.

Chapter IV

The Guiding of Our Secretariat into a More Creative Supervision of Group Leaders and Group Activity in a Day of Collective Effort

FOR DISCUSSION

1. Are the present groupings under Y.M.C.A. auspices effective in directing the lives of individual participants into Christian habits of action?
2. Are they effective in constructing and reconstructing some part of society into a more Christian social order?
3. What groupings now used are effective in both these directions?
4. To what extent has the Y.M.C.A. secretary spent the time, energy, and thought necessary for a thorough job analysis of the task of leading socially effective groups for the recruitment of leaders qualified for group leadership?
5. To what extent have we copied our supervisory practices from the public schools and business? How far have we developed our own?
6. To what extent are our supervisory practices suited to maintaining the status quo? To developing a Christian social order on a fellowship basis?
7. Around what supervisory practices could the Y.M.C.A. expect new and more desirable supervisory techniques to develop?
8. To what extent have the skills necessary for the supervision of leaders of socially effective groupings been a basis of recruiting and training Y.M.C.A. secretaries?
9. What implications have these supervisory needs for training colleges, personnel policies, and professional societies?
10. To what extent can the Y.M.C.A. now claim the freedom necessary to work with and supervise groupings actively engaged in social construction and reconstruction?

The trend of modern society toward larger integration in various forms of collective effort, as suggested by the study of social education in the next chapter, places in entirely new perspective the rapidly developing volume of group activity in the Y.M.C.A. The 1932 Year Book lists totals of this organized group work showing an increase of 215 per cent over the comparable figure for 1929.

The professional leaders of the Y.M.C.A. face the necessity of dealing with ever increasing numbers of groups of men, young men, and boys, as they carry forward their activities of Christian character building and social reconstruction in the membership and the community. This increasing task is a challenge to their courage and their skill.

As a step toward better understanding of this significant function, a special commission made a study of supervision as it is practiced today. This study has resulted in some much needed definitions, has summarized the prevailing philosophy of supervision, and has provided instruments for further profitable study of practices.

The investigation covered in all 161 different secretaries in their relations with no less than 690 different groups, as follows:

17 executives report on 17 staff groups
 50 secretaries report for 50 committees
 72 secretaries about leaders of 368 boys' groups
 50 secretaries with officers of 96 boys' groups
 50 secretaries with members of 96 boys' groups
 46 secretaries with officers of 109 young men's groups
 46 secretaries with members of 109 young men's groups
 24 secretaries with officers of 29 adult education groups
 24 secretaries with members of 29 adult education groups
 20 physical directors with 20 gymnasium class groups

In the aggregate, this type of professional responsibility assumes enormous proportions. Consider the following facts from the 1932 Year Book, for Canada and the United States:

Number of committees.....	15,710
Number of board and committee members.....	82,832
Number of sessions during the year.....	70,659
Number of organized program groups.....	54,787
Number of enrolled members of these groups..	1,178,194
Number of sessions during the year.....	407,910
Number of volunteer leaders.....	54,984
Number of leaders of boys' groups.....	17,840
Members of physical department leaders' groups	14,113

A. What We Mean by "Group Life"

The fourth North American Assembly on Boys' Work, held at Blue Ridge in 1932, defined the group as follows:

"A group is a number of individuals associating together for the purpose of furthering some mutual interest or interests which involve a process of interrelation among persons."

"It is recommended that the term 'group' be used by the Association in this wider sociological sense rather than in the more restricted sense which considers the term 'club' and 'group' synonymous."

Judged by a functional criterion, a group should be (1) continuously formulating its objectives, leading to newer and wider social purposes and ends, and constantly setting up goals subsidiary to its objectives, which when reached give a satisfactory sense of achievement; (2) regularly reviewing its methods, initiating new plans and carrying the united efforts of the group in making them effective; and (3) appraising, with some degree of regularity, the results of its work in terms of its objectives.

Governed by the standard above, many assemblages of individuals engaging in various types of activities may come within the designation "group" in its more restricted and technical sense. It would mean, therefore, that organizational groups - boards of directors, committees, and staffs - may be thus designated, if, within their corporate and internal working relations, the functions listed above are going on with a wholesome degree of fellowship and interplay. In addition, program activity groups - where these elements of the functional criterion are operative - would likewise come under this designation.

In this light, the professional task is clear:

It is to advance the sharing within groups in order that they may function in formulating their own objectives, making plans to achieve them, and appraising the value of what they get done in terms of what they set out to do.

Interest groups, athletic teams, clubs, councils, and classes, whether of boys, or young men, or of the more mature division within the membership or constituency, would admit of such service and guidance by the professional.

Nor does the conception of group life and group activity stop with a particular organized group in itself, and the specific activities which it carries on. Members of these groups, whether they be boards of directors or a club of twelve-year olds, are all members of and participants in many other groupings in the life of the community. If one becomes a skillful and responsible member of the Association groups, he should likewise be a more useful member of similar groups outside.

The Christian social ends of group activity, then, extend as far as the influence of group members may go into the entire life of the community. Some of the clear implications of such a point of view are listed in detail at the conclusion of this chapter. For the moment, let it be pointed out that the growing volume of group activity of the Y.M.C.A. is now one of its principal resources for achieving such Christian social aims as are represented in the "Social Ideals of the Churches", and the specific objectives emphasized by the last national and international meetings of the Movement.

Because of the great importance of this function, this report asks attention at once to some fundamental conceptions about supervision; how supervisory practices can help in determining objectives, methods, and means of evaluation of group work; what methods are most worth using; and how all of these relate to a conception of the Association as a force in the broader life of the community.

Before attempting to deal with these considerations, it should be pointed out again that all types of groups fall under the general definition outlined above, and accordingly can profitably be thought of in the array of concepts, methods, and concerns which are dealt with below. If this comprehensive score proves confusing to the reader, let him follow the exposition in terms of whatever organized groups he knows best. Perhaps the going boys' group or young men's group is the type most clearly reflected in the committee's survey. This has been fairly central in the preparation of the following comment.

B. Fundamental Concepts

1. The term *supervision* is used to describe a functioning relationship between a secretary and group leaders and groups in all phases of program building; it is concerned with educating and training methods. Such training may apply, therefore, to instructors, leaders, and officers in any group which is responsible for its own collective actions.

2. Adequate supervision should foster conditions under which growth may take place in persons. It aims to develop religious experiences and appreciation of values.

3. Adequate supervision takes account of the human element, supervising so that enriched experiences may come to persons, transforming the limitations of leaders, group officers or, in fact, any one who bears responsibility, into effective skills.

4. Supervision is involved in most of the relationships of the Y.M.C.A. secretary with individuals and groups. It means the cooperative selection of materials and methods with associates, or with individuals who keep the Association organization functioning, and who maintain administrative effectiveness.

5. The kind of philosophy which is held as the supervisor deals with persons may be indicated by persistent attitudes, such as:

- a. Authoritarian ideas of supervising - ordering and forbidding.
- b. Supervising as direct control and oversight.
- c. Supervision cumbered with tradition, stripped of any idea of venture.

6. Adequate supervision renders that assistance which stimulates growth and improves the skill of persons. It also furnishes inspiration and expert knowledge to co-workers. It improves atmosphere and morale, removes social pressures within groups, eliminates the suppressing effect of *position, prestige, salary advantage, rank, and seniority*.

7. Adequate supervision should have a direct relationship to the securing of religious results by the introduction of such practical measures as:

- a. Diagnosis of problem.

- b. Formulation of plans for improvement by interpretation and demonstration.
- c. Illustration of the step-by-step processes.

8. Adequate supervision should ease the emotional strains of co-workers, help persons "pull themselves out of holes", set conditions so that people may determine what to do and how, and what materials and resources are needed. In short, it aims to give persons the joys that attend creative experiences.

C. How Good Supervisory Practices Help in the Choice of Objectives, Methods, and Means of Supervision

Secretaries who have responsibility for supervising the activities of individuals and groups hold a wide variety of relationships. The original study displays tables and charts revealing the concerns and procedures characteristic for each of these.

In the summary chart on page 44, all of these various relationships have been grouped into a single comparative chart covering the activities of 161 secretaries with 690 different group relationships. At the top of the chart, column by column, may be seen the principal group relationships involved, and in each column a percentage line, based on 100 per cent for each column, according to the extent to which these 161 secretaries were using regularly such procedures as are indicated below.

These procedures have been grouped according to those most used (items *a-d*), those somewhat less often used (items *e-g*), and those least often used (items *h-k*) as follows:

1. Procedures Most Often Used

- a. Defining or building activities around stated purposes.
- b. Listing immediate objectives of activity.
- c. Constructing or expanding group programs.
- d. Keeping and preserving records.

2. Procedures Less Often Used

- e. Mastering needed knowledge and skill.
- f. Developing and forming groups.
- g. Rendering guidance and counsel to individuals.

3. Procedures Least Often Used

- h. Listing or analyzing specific needs of persons.
- i. Listing or defining aims of Christian education.
- j. Developing and applying criteria for appraisal of work.
- k. Using and interpreting technical tests and measurements.

In the first grouping it is obvious that one finds what may be called the minimum requirements of group work procedure, for such could all be listed under these four headings.

EXTENT TO WHICH SECRETARIES CONFERRED WITH VARIOUS GROUPS ABOUT OBJECTIVES, METHODS, AND EVALUATION OF THEIR WORK

PROCEDURES	Percentage of Secretaries Who Conferred with Groups About the Listed Concerns at Some Time, Weekly, Monthly, or Annually					
	1	2	3	4	5	6
	17 Executives with 17 Staffs	50 Secretaries with 50 Committees	72 Secretaries with 367 Leaders of Boy Groups	50 Secretaries with 98 Officers of Boy Groups	46 Secretaries with 109 Officers of Young Men's Groups	24 Secretaries with 29 Officers of Adult Groups
Most Often Used						
1. Defining or building activities around stated purposes	94.1%	58.0%	86.1%	52.0%	67.4%	45.8%
2. Listing immediate objectives of an activity.....	76.5%	56.0%	63.9%	48.0%	58.7%	50.0%
3. Constructing or expanding group programs.....	70.6%	36.0%	77.8%	44.0%	60.9%	48.4%
4. Keeping and preserving records.....	88.3%	52.0%	59.7%	34.0%	47.8%	29.2%
Less Often Used						
5. Mastering needed knowledge and skill.....	76.5%	30.0%	66.7%	42.0%	34.6%	25.0%
6. Developing and forming groups.....	70.6%	44.0%	52.8%	22.0%	21.7%	20.8%
7. Rendering guidance and counsel to individuals.....	82.4%	16.0%	48.3%	28.0%	30.4%	16.6%
Least Often Used						
8. Listing or analyzing specific needs of certain persons	48.8%	22.0%	63.9%	32.0%	26.0%	8.4%
9. Listing or defining aims of Christian education.....	35.3%	34.0%	48.3%	14.0%	28.3%	12.5%
10. Developing and applying criteria for appraisal of work	70.6%	32.0%	47.2%	12.0%	20.0%	29.2%
11. Using or interpreting technical tests and measurements	41.2%	8.0%	11.1%	8.0%	10.9%	4.2%

In the middle grouping of procedures are found certain usages necessary for individualization of group work programs and the point of view which looks beyond the minimum activities of a group to the formation of groups capable of developmental programs. These are important procedures and somewhat less widely in use than they should be.

The third grouping of procedures are obviously requirements of good group work which demand larger expertness and understanding from the supervisor. Here are indicated those additional degrees of understanding which round out the best group work thoroughly, which analyze the needs of individuals to make individualization of the group service more certain, which look beyond procedures to aims and objectives, and which use definite criteria and objective tests for evaluation of what is done.

The best supervisory practices appear to be present in the paid staff relationships indicated in Column 1, although here items 9 and 11 are notably low and suggest an infrequent and possibly inadequate attention to aims, and to the use of more precise measures of what is done.

Against the staff picture in Column 1, note the short lines representing committee procedure where few items rise above the 50 per cent level, while the guidance of individual committee members is characteristic of but one-eighth of all groups reported, and precise evaluation suggested in item 11 is close to zero.

It is apparent in Columns 3 and 5 that the procedures are most completely employed in certain program group relationships. Likewise, definition of objectives is more often found with reference to specific activities (items 1 and 2), than in the broad aims of the program (item 9). Evaluation is also relatively low at the point of selecting objective criteria for appraisal (item 10) or the use of precise measures (item 11).

The preceding analysis is a broad display of the concerns which supervisors are found to have for making supervision of group activity commensurate with the scope of the experience and meaning involved. The next display of more detailed "means" will illustrate by reference to reported practices just how these procedures above are given practical effect.

D. What Means of Supervision Are Used?

The committee's survey of the supervisory activities of 161 secretaries with 690 groups of various kinds included a survey of different practices or means in use by supervisors. A wealth of illustrative material accompanied the reports, so that for the first time there is available a kind of job analysis or list of principal functions, together with groupings to show how widely they are used.

These means or practices are presented in three groupings: those most widely used of all, those somewhat less widely used, and finally those least used. There are four practices in the first grouping,-

evidently some of the more casual methods of supervision. There are four in the middle grouping. There are four in the last grouping, among which are some of the most difficult, but also the most needed. These demand careful, planned observation, detailed analysis of what is observed as to leader-skills or their lack, and even objective testing of results from different kinds of group procedure. This is a challenge to the professional spirit of Association workers, a very large volume of whose functions require competent group technique.

I. MEANS OF SUPERVISION MOST WIDELY USED

a. *Coaching Leader Individually* - Characteristic of this type of performance, we find a number of statements in answer to the request: "Name the groups and state *what problems you discussed with the leader.*" The problems arranged themselves under these categories:

I	II	III
Activities that have to do with getting a program started	Maintaining a fairly regular schedule of activities	Those that are implied in self-improvement of supervision and good work
Recruiting membership	Specific programs	Locating and creating interests
Securing a meeting place	How to interest membership in programs	Adaptation of program to individual needs
Problems of membership, finance	Planning of conferences and cooperative events	Meeting the chosen objectives of the group
Selection and induction of new members	School relationships	Securing a progression of program activities
On the development of older boys' federation	Parental relationships	How to deal with the problem boy
Attendance problems	Church relationships	
Deputation teams	Leadership possibilities	
How to increase the size of the group		
Schedules of activities		

It is apparent that certain problems are characteristic of all groups, and form the constant subjects of discussion between the leader and supervisor. These are assimilation and instruction, of new members, attendance records, and program development. These are necessary, but are not substitutes for the supervisory work of defining objectives, adjusting programs and methods, and evaluating the results.

b. *Observing Group Activities Objectively* - Observing group activities implies visitation. Most supervisors have a definite time set aside for visiting their groups. Some, however, report that they have no definite time scheduled, but visit whenever a problem arises or on request of the leader. Visits are about equally divided between weekly and monthly schedules. The prevailing practice is to visit groups on the supervisor's own initiative, unannounced. However, there is a large practice where the supervisor announces his visit. The newly installed leaders are most frequently visited; weekly visits and interviews prevail for some weeks. The experienced leaders are visited only occasionally and frequently only on the request of the leaders themselves.

A number of supervisors report that they are *unfamiliar with devices for observation of activities*. A number report the use of observation schedules that they have devised out of their experiences. Some secretaries raise the question as to whether they should just look in, or stay through the whole meeting of a group. . . .

The practice in group observation is largely a give-and-take matter and may be characterized as moving on a fellowship basis. It is largely a sharing by a person of larger ability as a member with a group rather than a planned or implemented procedure by a more technically minded supervisor. Also, little evidence is revealed in our study that secretaries use devices to guide their own observations of what is going on in a group or to register their own appraisal of the group processes. It is rather that which develops out of rapport between leaders and the supervisor which has its strong points. However, if supplemented by discussions around suggestions of difficulties that have been ferreted out with the aid of instruments, it is more likely that a better quality of result will follow. *Visiting* the group can be done without *observing* the group.

c. Checking and Inspecting on Responsibilities Assumed - The object of inspection is to get first-hand information. It usually refers to the securing of data about performance of functions that maintain the program as a whole, including necessary promotional and administrative activities to keep it moving on schedule. Inspection has to do with undertakings that are carried on in response to previous agreement for further constructive effort; it is designed to ascertain and insure that performance is going on; it does not necessarily presuppose an extensive examination of the quality of the performance. Inspection may assist in discovering difficulty, see whether assignment of duties has been made to reliable individuals, and make sure that understanding as to what the duties are is clear. Some of its results may be to determine whether a responsible person is in the right job, one that appeals to him, what materials are used and what others might be helpful, and the nature of the setting in which the activities are conducted.

The art of inspection should remove it far from autocratic control. Its primary object is to keep functional processes going with those who have taken responsibility. It can readily be initiated by such questions as this: "Where did you find difficulty since our last meeting?"

d. Preparing and Circulating Supervisory Bulletins - Supervisory bulletins play an important part in supervision. They appear in various forms and under several titles, such as *The Monthly News*, *The Quarterly Leaders' Messenger*, etc.

Supervisors were asked as to the most frequent items that went into their bulletins. We display them below in terms of ranking frequency:

- (1) Announcements of events.
- (2) Helps in developing ability in leadership.

- (3) Subjects under discussion by study groups.
- (4) Specific reference to program building methods.
- (5) How to find interests of groups.
- (6) Reports of experiments and research.
- (7) Statements about educational processes.
- (8) Reading and library references.
- (9) Behavior problems and guidance on them.
- (10) Social forces in the community.
- (11) Motivation of the leader.
- (12) Use of specialized devices and techniques.

When asked to indicate which subject matter was of greatest importance, supervisors rated topics as follows:

- (1) Subject under discussion and study by groups.
- (2) Helps in developing skills in leadership.
- (3) Specific reference to program building methods.
- (4) How to find interests of groups.
- (5) Announcements of events and schedules.

2. MEANS USED SOMEWHAT LESS OFTEN BY SUPERVISORS

We come now to certain means which are rarely used by fewer than 40 per cent of the supervisors reporting, but which as a whole are not so widely used as those listed in the preceding section. This lesser degree of frequency however does not necessarily indicate lesser importance.

a. Conferring with Staff, Committees and Groups on Program, Finance, Equipment - The term "conferring" is a function of definitive character. It takes devotion, patience, and genuine leadership to confer. Many executives and supervisors fail here. With their staff associates they carry a superior air; with committees they are unwilling to take pains, or to await the achievement of a group point of view or decision; with program groups they are skeptical about what the group wants to do, and try to enforce their own plans. Conferring is a fine art, born of a genuine mutuality of spirit. It is a trait that can be learned, and is indispensable to a professional worker in the field of character education. It is astonishing to find that it does not more largely enter into the supervisory practice with program groups. With staff and committees the showing is much better.

b. Keeping Group Records - The need of records was never more apparent. Their disparity is a source of difficulty. The need for records on which to base religious work has been thus expressed: "If records are needed today, it is not because researchers are urging it but because conditions are demanding it - because the churches are floundering for lack of the very knowledge of themselves that they must have in order to fulfil their function in modern society."

Record keeping means more than recording attendance and filing minutes, useful as these may be. Records should be useful for future work—records of standards developed, criteria applied, results of tests, and what was done in improving work because of attention given to observation schedules and research enterprises. These records are important for their historical consequences and are essential as a measure of progress.

Where is the Association in this field? In scanning the type of records that supervisors have kept, we find many that fall into the promotional and administrative aspects of the work, as well as those that fall into that type of record on which supervision is based as it proceeds. Diaries and logs, memoranda and written instruments, statistical records of findings, and approaches made, are common everyday forms of record-keeping. Records that form the basis for evaluating the program and measuring its progress, as well as those that refer to the performance and achievement of individual members, should be made readily available to the supervisor, leader, and officers. Much research and further experimentation can be based upon cumulative records of one sort or another. Leaders' reports; notes on visits to groups, preserving observation schedules; summaries of interviews with leaders; cumulative records of guidance and counsel; and attendance follow-ups are a part of essential record-keeping.

c. Using Minutes, Reports, and Periodicals - The method was generally approved as a very useful device, with an admission of weakness in not using it more. A person's own ideas are rapidly exhausted and it becomes necessary to look for additional resources. The use of minutes and reports in setting program forward was admitted. Minutes, when properly prepared and reviewed before committees and planning groups, may reveal the whole drama of Association life. The use of minutes and records as supervisory devices focuses attention upon the immediate plans in their relation to ongoing group experience. Reference to minutes and records confirms commitments to forward steps. *They give continuity and consecutiveness to situations under discussion.*

Citations in books and other reference matter add resources to the coaching interview. The direct results of the use of periodicals is an increased interest in the use of such materials by leaders. The professional task at this point is *selection of reference material and guides for reading, and preparation of materials for guides to program building.*

d. Carrying on Technical Research and Problem Analysis - In classifying the subjects reported for study we found that they fell under the following divisions:

- (1) Selection and organization of resource material for program development.
- (2) Development of tests and measuring devices.
- (3) Development of record forms.
- (4) Codifying of results of standardized and locally developed tests.

The forms in which the reports of experiments were made are not clear. Evidence submitted in the form of monographs or written dissertations was so slight that we fear the expositions by which findings were made available to the persons to be served by them were somewhat scattered and haphazardly prepared. Few were able to report tangible and finished expositions.

Research is urgently needed along lines like the following:

- (1) Refinement of objectives in more specific terms for Association work as a whole and for specific situations and activities.
- (2) Discovery of resources in persons and material, classified for particular use.
- (3) Development of norms in evaluation for critical appraisal of outcomes.
- (4) Attempts to discover and rediscover those social forces that shape community life, and that condition individual attitude and habit.

A problem for the profession has been well stated by Galen M. Fisher:

"It is not an accident that projects reported in the field of religious work are so few. There are two explanations for it. The first is that religious work aims directly to affect character and, as already observed, the required norms and techniques for accurate measurement simply do not exist. The other is that the subject is so mixed with inflammable emotions and prejudices that investigators have hesitated to tackle it. All this only emphasizes the crucial importance of Association research workers devoting their best energy and ingenuity to advancing doggedly toward scientific character measurement."

3. MEANS OF SUPERVISION LEAST OFTEN USED

We come to certain means of supervision which, although least often used, are nevertheless of great importance. Surely it will prove necessary to help more than the prevailing 10 to 25 per cent of supervisors reporting to master and use these means, if the professional workers who have supervisory responsibility can be trusted with the marked increase of group work which the Y.M.C.A. is being called upon to meet. The type of activities taken from the individual reports, under the heads which follow, argue well for values which came to those who used these means. When such values are available, supervisors have responsibility to see that they are utilized more widely.

a. Organizing and Conducting Leadership Training Courses - One of the principal functions of supervision, one of those on which we pride ourselves, is organized leadership training.

It has constantly been brought to the fore that the selection, installation, and training of competent leadership is essential in

an orderly development of group work in the Y.M.C.A. An attack upon improvement in method and outcome likewise centers around leadership. Beside the on-the-job methods of training, the Association includes formal training in its plan of leadership improvement.

Leaders' meetings are often held on weekly and monthly schedules. Frequent institutes are conducted on a yearly basis for more formal consideration of the whole range of problems in leadership. The leaders' meetings extend over a considerable part of the program year and center in the discussion methods about problems of boy leadership and situations that develop in the leaders' group practice. A typical short-term institute of nine sessions was reported as follows:

Three sessions on the topic, "The Place of Adult Personality Influence".

Three sessions on "My Experiences With a Group", reported by three laymen.

Three sessions on "How to Build a Program With Boys".

The institute was conducted for present and prospective group leaders. Instructors were experienced Y.M.C.A. secretaries and laymen.

An observer of the Association's method of leadership training makes a statement which clearly sets forth the professional task in this respect:

"Systematic planning of leadership training, based upon a thorough training of the secretarial staff itself, and the training of committees to an understanding of the philosophy of the program and the methods employed for its enrichment are essential. Here associations would need to enlist counselors and advisors and committeemen who are acquainted with principles and methods of modern education. Such individuals should be turned loose upon committees, upon staffs, and upon group leaders, to help them understand methods. We hear considerable today about the necessity of using more lay workers as program demands maintain themselves or increase and as professional personnel decreases. I question whether the Association Movement can afford to take on any more program at all under either the direction of secretaries or volunteer workers without at the same time providing for an enrichment of the processes by which that program is conducted. Leading secretaries with the responsibility for recruiting and 'mauaging' more lay workers, without at the same time increasing their understanding and effective use of good supervisory methods, will not only fail to produce better programs but will so absorb the secretaries with routine operations that they will never find time for creative and critical thinking about good program work."--Hugh Hartshorne, in *Religious Education*.

b. *Demonstration of Methods* - "To show how a thing may be done is much more effective than to tell how it is to be done." Common knowledge attests to the correctness of this statement. There is evidence that demonstration is used by supervisors in helping leaders

of groups. Demonstrations have been brought about before a meeting of group leaders, institutes, and other training classes. One supervisor admonishes: "Never demonstrate without very careful preparation and never when it might be considered in the light of 'correction'". Demonstrations are frequently brought about at the request of program planning groups and by leaders personally.

Demonstration activities included the following:

- Discussion conducted with a leader's own group as a demonstration.
- A supervisor took charge of a group and conducted a discussion to determine the interests of the group using the method described in "How locate interests". (*Methods for Group Leaders*, page 8.)
- Demonstration made before community club of parents with leaders present.
- Illustrations depicted in short drama.
- Other leaders invited in to conduct a pattern discussion with a leader's group.

Demonstration methods were considered a valuable means of training leaders in service under regular and natural group settings.

c. Carrying on a Testing Program - Organized testing found its greatest use in camping and in the Hi-Y field. Interest finders and rating scales were most frequently used, though use was found occasionally for intelligence tests, personality scales, and vocational interest blanks. Many difficulties were encountered, however, such as:

<i>Cost of Blanks:</i>	Prohibits extensive use.
<i>Attitude of Staff:</i>	Often sympathetic and cooperative but they do not care to take the time. Impracticable for one man staff.
<i>Attitude of Leaders:</i>	Have not come to see the value of conducting tests and will not take time for it. Too much trouble. Sympathetic; no difficulty except time. Inability of leaders.
<i>Securing Participation of Group Members:</i>	Some are suspicious. Good attitude when purpose explained. The length of time to fill out blanks is a problem.
<i>Interpreting Results:</i>	Requires individual consultation for which there is no time. Too general interpretation. Time-consuming. Inaccurate measurements. Members sometimes misinterpret what is wanted.
<i>Making Use of Facts Revealed:</i>	Leaders often have not sufficient skill for practical application. Difficulty in following up. Too few leaders interested. Leaders do not respond to follow-up. Material too technical.

d. Making Use of Specialists and Consultants as Resource Persons

Some ways in which they were used:

- (1) To discuss current history.
- (2) To give hygiene lectures.
- (3) To add inspiration and enthusiasm.
- (4) To entertain and help the social atmosphere.
- (5) To help leaders and sponsors develop more skill in leading groups.
- (6) To uncover skills in the group.
- (7) To provide detailed instruction on special phases of work, as vocational guidance.
- (8) To bring facts and information in a special field of knowledge that has a bearing on a subject under discussion:

"In a Neighborhood Club we used a banker to advise the club on caring for group funds".

Among the persons so used were educational experts (for program building); psychologists (for guidance practice); charity workers (case workers); personnel directors in industrial and commercial organizations; ministers, and experts on international relations.

E. The Implications of the Supervision Practiced Today for the Supervision Needed in the Future

By every test which can be trusted to show the direction of the development of group work within the Y.M.C.A., the following generalizations seem trustworthy:

1. The Y.M.C.A. will be doing more group work with a greater variety of groups.
2. The groups will be more inherently embedded within the social fabric and have responsibility for making decisions directive of the life of participants in some part of society.
3. The responsibility for social construction and reconstruction will be increasingly under the guidance of the supervisor.
4. Christian social engineers working within fellowship groupings will be the type of supervising secretaries sought.
5. Christian work and religious development will depend upon the development of the skills and attitudes of such supervisors at work with groups of men, young men, and boys who in turn are at work upon some part of their social fabric or social customs with the hope of making it increasingly better suited to the needs of all concerned.

In order to move in this general direction, there are six main problems for which careful thought, adequate research, and personnel training must be had.

I. THE TYPES OF GROUPINGS WITH WHICH THE Y.M.C.A. WORKS

If these groupings are to make decisions which have social and individual direction and guidance implicit within them, they must become increasingly a part of the social machinery of the community. The Y.M.C.A. must therefore learn how to discover such groupings or how to transform the more artificial groupings into socially responsible groups making decisions which are socially constructive and individually directive toward Christian goals.

Questions:

Are the present groupings under Y.M.C.A. auspices effective in directing the lives of individual participants into Christian habits of action?

Are they effective in constructing and reconstructing some part of society into a more Christian social order?

What groupings now used are effective in both these directions?

What groupings of men in the community now carry these two social and individual responsibilities? Can the Y.M.C.A. work with these?

What groupings of young men in the community now carry these two social and individual responsibilities? Can the Y.M.C.A. work with these?

What groupings of boys in the community now carry these two social and individual responsibilities? Can the Y.M.C.A. work with them?

2. RECRUITING OF LEADERS ADEQUATELY QUALIFIED TO LEAD SOCIALLY EFFECTIVE GROUPINGS

The main ideas which cause the Y.M.C.A. secretary to recruit leaders for groups are those which come from the religion of duty and the service motive. The leader is asked to make a contribution to the members of the group. These ideas must give way. The leadership of socially effective groupings will become a mark of achievement for persons who have qualified themselves for the task. In the meantime, the secretary will be seeking those persons qualified by social vision, emotionally sound adjustments, and Christian character achievements to lead these groups.

Questions:

Has the Y.M.C.A. secretary spent the time, energy, and thought necessary for a thorough job analysis of the task of leading a socially effective group?

Has he spent the time, energy, and thought necessary to recruit leaders qualified for the task of group leadership?

3. SUPERVISORY SKILLS NECESSARY FOR GUIDING LEADERS OF SOCIALLY EFFECTIVE GROUPS

The main sources of our ideas of supervision have come from the public school system and big business. The history of the Y.M.C.A. is that of a fellowship. We have just begun to evolve the supervisory techniques of a fellowship. The creative work must continue around as many different types of fellowships as the Y.M.C.A. finds effective for the direction of individual life and social construction according to Christian designs:

Questions:

Wherein have we copied our supervisory practices from the public schools and big business? Wherein have we developed our own?

To what extent are our supervisory practices suited to maintaining the status quo, or to developing a Christian social order on a fellowship basis?

Around what supervisory practices could the Y.M.C.A. expect new and more desirable supervisory techniques to develop?

4. RECORDS, DEVICES, AND TESTS FOR CREATIVE SUPERVISION

The record keeping practices of the Y.M.C.A. have commonly grown out of the urge for materials for monthly reports to a board of directors. That urge must be replaced by a realization that records, devices, and tests provide the basis of orderly facts out of which a more Christian society can be made. Records store experience which in turn guides new effort, avoids old mistakes, creates new and more Christian parts of society, and gives Christian direction to the character of individuals.

Questions:

Wherein are the present practices in record keeping suitable to the guidance of socially constructive groupings? Wherein do they defeat such guidance?

What efforts at devising records, using tests, and supervisory devices seem promising?

How can the Association develop a concern for the keeping of adequate records and the use of adequate supervisory devices and tests?

5. THE SECRETARY IN CHARGE OF SUPERVISION

Review the ratings given in the tables on the training of supervisors on page 131. Note the sort of training and the qualifications implicit in these ratings. If the Association is to develop many types of fellowship groupings which will work constructively upon the social situations of the day, the supervisory qualifications and

skills of secretaries must be important parts of all recruiting and training processes.

Questions:

To what extent have the skills necessary for the supervision of leaders of socially effective groupings been a basis of recruiting and training Y.M.C.A. secretaries?

What implication have these supervisory needs upon training colleges, personnel policies, and professional societies?

How can professional societies within the Y.M.C.A. make their contribution to this problem?

6. THE FREEDOM NECESSARY FOR SUPERVISING SOCIALLY EFFECTIVE GROUPINGS

With evidence everywhere piling up to show that Christian character and the development of a Christian society are correlated, the Y.M.C.A. faces the necessity of establishing the freedom necessary to work at social construction and reconstruction from a Christian motive. It will not supervise any group according to fellowship standards until it has won and established such freedom.

Questions:

To what extent can the Y.M.C.A. now claim the freedom necessary to work with and supervise groupings actively engaged in social construction and reconstruction?

How can the Association set about to win even greater freedom in working with and supervising groupings actively engaged in Christian social construction?

Chapter V

The Increase Among the Secretariat of Information, Insight, Concern, and Competence for Leadership in Social Education and Intelligent Social Action

FOR DISCUSSION

In the face of an unprecedented social crisis, what can Y.M.C.A. secretaries do to bring the Association into more effective service in the building of a Christian social order? Here are some proposals for examination:

1. Develop a new conscience, a new sense of responsibility for the failure or success of our corporate life and new convictions about the duty of the Association to work for desirable social changes, in spite of inevitable risks, both personal and institutional.
2. Re-examine the social-economic structure and practice of the Association itself and seek to bring it into harmony with the principles which we recommend for society.
3. Begin again with a new and large-scale plan for the training of secretaries to become competent social thinkers and organizers, with a frank recognition of our present shortcomings and lack of competence in this field.
4. Set up a definite program for cooperative restudy by directors, committeemen, members, and staff, in regard to Association responsibility for social change; and for the application of Christian principles to social organization.
5. Study Association organization, with a view to securing more effective means of corporate thinking and corporate action, locally and nationally.
6. Review our cooperative relationships and be prepared for new alliances with organizations working for desirable social changes; recognizing a possible function of the Association as an agency of social education in the community, and perhaps a unique opportunity to act as mediator between the liberal thought of the college and university and the slower-moving traditions of the business world.

A. The Social Situation Demands Attention by the Y.M.C.A.

Nowhere has a more vivid and pointed description of the society of today been set down than by Dr. George S. Counts in *Progressive Education* (April, 1932) as follows:

"How the gods must laugh at human folly: And who among us, if he had not been reared among our institutions, could believe his eyes as he surveys the economic situation, or his ears as he listens to solemn disquisitions by our financial and political leaders on the cause and cure of the depression!

"Here is a society in which a mastery over the forces of nature, surpassing the wildest dreams of antiquity, is accompanied by extreme material insecurity; in which dire poverty walks hand in hand with the most extravagant living that the world has ever known; in which an abundance of goods of all kinds is coupled with privation, misery, and even starvation; in which an excess of production is seriously offered as the underlying cause of severe physical suffering; in which breakfastless children march to school past bankrupt shops laden with rich foods gathered from the ends of the earth; in which strong men by the million walk the streets in a futile search for employment and, with the exhaustion of hope, enter the ranks of beaten men; in which so-called captains of industry close factories without warning and dismiss the workmen, by whose labors they have amassed great fortunes through the years; in which automatic machinery increasingly displaces men and threatens the economic order with a growing contingent of the permanently unemployed; in which racketeers and gangsters, with the connivance of public officials, fasten themselves on the channels of trade and exact toll at the end of the machine gun; in which economic parasitism, either within or without the law, has become so easy for the cunning and the ruthless that the tradition seems to be taking root that 'only saps work'; in which the wages paid to the workers are too meagre to enable them to buy back the goods they produce; in which consumption is subordinated to production and the science of psychology is employed to fan the flames of desire; in which a governmental commission advises the cotton growers to plow under every fourth row of cotton in order to bolster up the market; in which both ethical and aesthetic considerations are commonly over-ridden by 'practical' men bent on material gain; in which the dole to the unemployed is opposed on the grounds that it will pauperize the masses when the favored classes, through the institution of interest, have always lived on a dole; in which our most responsible leaders, not knowing what to do, resort to the practices of witch doctors and vie with one another in predicting the return of prosperity; in which an ideal of rugged individualism evolved in a simple pioneering and agrarian order, at a time when free land existed in abundance, is used to justify a system which exploits pitilessly and without thought of the morrow, the natural and human resources of the nation and of the world. One can only imagine what Jeremiah would say if he could step out of the pages of the Old Testament and cast his eyes over this vast spectacle so full of menace--and of promise."

This moving picture of the world in which we live has been analyzed and amplified by the report of the Hoover Research Committee on Recent Social Trends. It gives us a wonderful cross-section view

of the development of American life during the past thirty years. It provides us with a summary of social, political, intellectual, ethical, and economic conditions which challenges the established theories and practices of every social organization. It is packed with significance for the Young Men's Christian Association, and for every other agency of Christian education. Without attempting a summary of this monumental study, we shall list some of the conclusions which seem to have special significance. We place a query under each item as a stimulus to those carrying Association responsibility.

- a. Social change has been proceeding in every area of life with unprecedented and accelerating speed during the past thirty years.

Query: Is the Y.M.C.A. the type of institution that would emerge from social forces now at work, or is it an institution whose main characteristics were set by social forces of an earlier era?

- b. Change occurs at unusual rates in different social areas, such as business and industry, government, education, family life, science, and religion; and this differential greatly increases confusion and social tension.

Query: Is it the business of the Y.M.C.A. to concern itself with changes outside the fields of religion, education, and family life?

- c. Material and economic change proceeds much more rapidly than change in other areas of life. Established methods of social control - intellectual, moral, religious, and legal - lag far behind the requirements of new social conditions.

Query: Labor leaders and many responsible social workers have cited the Y.M.C.A. as having no philosophy for its own existence in a time of rapid change. New social controls are being built up, but without the intelligent and hearty participation of the Y.M.C.A. in the process. It has taken its new positions with reluctance, and has not been prophetic in its leadership. If these statements are true in whole or in part, is there justification for the Association's policy?

- d. The State, the School, and Business are rapidly extending their areas of influence and control at the expense of the home and the church. Individualism gives way at every point to collectivism.

Query: Has the Y.M.C.A. helped its constituency to see that the era of 'rugged individualism' is ended? Critics of the Y.M.C.A. have accused it of fostering a "success cult" which is essentially pagan. Will the home and the church survive?

- e. There has been an enormous increase in the production of wealth (twenty-five to thirty times in the last sixty years) but an insufficient return to wage earners to maintain consumption. Eco-

conomic collapse due to this dis-equilibrium was postponed by the enormous expansion of family credit through instalment buying.

Query: For a generation the Y.M.C.A. has promoted "thrift campaigns". Have they been in vain? If the Y.M.C.A. is to continue to popularize certain economic principles and practices and points of view, just what will they be? In so far as the Y.M.C.A. has succeeded in its economic education in the past, has the net result been to aggravate or to lessen the seriousness of our present situation?

- f. Technological improvements have reduced hours of labor and the number of workers, especially in basic industries requiring little technical skill, with a concomitant increase in leisure time and in problems of its utilization.

Query: The usual answer to the question of technological unemployment is that in the end technology creates more work. Has the Y.M.C.A. helped its constituency see the fallacy in this argument? Have its placement bureaus done much more than help certain young men get the available jobs at the expense of other young men who failed to get them?

- g. There has been a great extension of government activities, and insistent demands for social services and expanding budgets, combined with loyalty to outmoded forms of political organization and administration.

Query: Have Y.M.C.A. budgets and financial policies also grown more rapidly than understanding and insight controlling the services thus financed?

- h. There has been a large-scale continuance of corruption and incompetence in political organization, with new developments of organized crime, fraud, and racketeering.

Query: How effective and determined have been the efforts of the Y.M.C.A. to motivate its constituency to intelligent action on this point?

- i. National policy has vacillated between national isolation and international cooperation, between increased militaristic preparedness, and proclamations of pacifism.

Query: Is it not true that vacillation and hesitancy have marked the attitude of the Y.M.C.A. on these same points?

- j. There is an increasing percentage of children and adolescents released from labor for education. This is especially noticeable in high school and college enrollment. There is a broadening conception of education to cover the whole of life. Many phases of child care and training are being transferred from the home to the school. There is a growing recognition of the school as society's chief agency for the protection of children. The school is becoming increasingly concerned with training for character and conduct.

Query: What, then, becomes of the function of the Y.M.C.A.?

- k. There is widespread evidence of increasing interest and participation in the aesthetic life. Schools, museums, libraries, and industry show a great expansion of artistic interest and sharply rising standards of excellence. Increased leisure has already led to a great revival of handicrafts, creative work, and individual skills. This tendency seems to be characteristic of all ages.

Query: Does this not suggest a new emphasis for the Y.M.C.A.?

- l. There is strong competition among all social agencies for the control of child life and leisure time. This is particularly acute between the commercialized forms of recreation directed by private interests as against the social agencies of church, home, and school. It is part and parcel of the struggle by socially irresponsible economic life for the control of all the other agencies of society, including government.

Query: What can the Y.M.C.A. do to help its constituency to see the significance of this struggle?

B. How Is the Y.M.C.A. Affected?

Behind each paragraph of the foregoing summary stands not merely the formidable research of the Commission on Recent Social Trends, but monumental work of other important groups substantiating or even in some cases sharply augmenting the findings of this important Commission. The questions which accompany the analysis represent one discerning Association leader's query regarding the bearing of these trends upon our policy and leadership. They make it evident that the findings are of far-reaching significance for the Association, and probably for all agencies economically dependent upon social patronage or approval.

The committee has pointed out five factors related to the summary above which help to clarify the way in which the situation affects the Young Men's Christian Association. These factors will probably have to be reckoned with for some time to come.

- a. The marked trend toward increased group life and group action, which may perhaps be called the chief distinguishing characteristic of modern civilization.
- b. The present emphasis on integration and coordination, - an outgrowth and natural consequence of the first.
- c. Leisure time and its uses resulting from shorter working hours and working weeks.
- d. The consequence of this bombardment in forcing back on each person responsibility for making what he can out of his life himself.
- e. The decrease of available funds for imposing equipment, conveniences, administrative machinery, and leadership, indicating the need to work increasingly with volunteers.

It has been suggested that the philosophy which dominates the

Association's conception of its task is of major importance in determining how these trends will affect the Association. The "fellowship ideal" is suggested as adapted to the emerging situation because of its flexibility, including ability to survive reductions in institutional facilities.

The Commission on "Social Forces Affecting Y.M.C.A. Work with Boys" at the Blue Ridge Assembly brought into close perspective eight factors in community life of special pertinence to the Y.M.C.A. In respect to each of these the Commission isolated certain questions* upon which, in its opinion, it was necessary for the Y.M.C.A. leadership to give consideration. They appear to have as valid bearing upon the Y.M.C.A. as a whole as upon the work with boys. They are as follows:

1. WITH RESPECT TO POPULATION AND ITS DISTRIBUTION

With size of families steadily decreasing, which means a much larger number of families with only one or two children, what are the implications for more widespread organization of nursery schools, socialized play clubs in areas of greater privilege as well as in neighborhoods where boys gang together, and for informal group work with pre-school adolescent boys?

If the increasing tendency toward earlier and earlier marriages suggests greater need for coeducational emphasis in character education programs, what does it mean for camping, group work, building program, and other aspects of our work with youth? What does it mean for guidance and education in home making?

If the decline of children in industry continues, as it has been doing since 1910 rather generally, how will community agencies share more deliberately and thoughtfully with the school in caring for the rising tide of children's leisure? Can the schools continue to assimilate, let alone finance, the gigantic increases in potential pupil populations and maintain a large recreational program? What would this mean for agencies like the Y.M.C.A.?

If population studies and research are essential to agencies of character education, and if adequate social planning for such work cannot be carried on without the adoption locally of uniform basic maps and enumeration areas (census, school, delinquency, crime, vital statistics, relief, etc.) who is going to do it? What steps can be taken to coordinate the data gathered by one organization with those of all others?

2. WITH RESPECT TO THE PHYSICAL CHARACTER OF THE COMMUNITY

Considering the sudden and sweeping nature of structural and social change in urban communities, how desirable are buildings and physical plants for agencies of character education? If buildings are essential, can they be so constructed as to be useful for other purposes when a change in location is considered wise?

*These questions, with accompanying exposition, may be found in Y.M.C.A. Work with Boys, the report of the Blue Ridge Assembly, published by the National Boys' Work Committee, 1932.

Does apartment dwelling involve problems for parents and children essentially different from those of families living in neighborhoods of single-family dwellings? What are the implications for Y.M.C.A.'s?

Since agencies of character education have a share in the responsibilities growing out of the fact that the great majority of American families are inadequately housed, how can they cooperate with other social agencies in forwarding moves toward reconstruction in this area?

Should agencies of character education be represented on city planning commissions? What can agencies of character education do to see that city planning commissions take into account the effect of social and structural arrangements on personalities?

3. WITH RESPECT TO CULTURAL AND SOCIAL CHANGES

What are the implications for agencies like the Y.M.C.A. in the fact that the public school is increasingly defining its function in terms of character education?

What moves is the Y.M.C.A. making in the direction of broadening its base of purpose and membership in response to fundamental shifts in the social *milieu*? Can further moves be anticipated and accelerated?

What is the Association doing to insure an alert awareness on the part of its employed personnel of significant social changes? How can this be done more effectively through publications, summer schools, constituent group meetings, courses of study, and by other means?

What implications are there for Boys' Work Committee practices, parental education, staff training, and other aspects of contact with adults arising out of Dr. Thorndike's studies of adult learning?

4. WITH RESPECT TO RECREATION AND PLAY LIFE

As public recreation has plunged ahead, there has not been a parallel success in socializing the recreational experiences of persons. In order really to affect personality must all recreational agencies develop more personalized techniques, or must we recognize different grades of recreational enterprise and a division of function among agencies working in related fields?

How can we achieve a clearer understanding of the influence of the moving picture and the radio on boy attitudes and behavior? If these two forces represent potential tools for character educators, what steps are necessary in order to capitalize upon them?

5. WITH RESPECT TO CONFLICT GROUPS

How can resources such as: The Inquiry, The League for Industrial Democracy, The League for Independent Political Action, and The Foreign Policy Association, be more generally and effectively used

in Y.M.C.A. inquiry boy groups (Hi-Y Clubs, Older Boys' discussion activity clubs, Boys' Work Committees, etc.)?

Are there ways in which the Y.M.C.A. can contribute anything of help in conflict situations such as occur in industrial, racial, religious, and political relations?

To quote Watson, "In a changing world the radical may be wrong, the reactionary must be. Here is our challenge. Can we pioneer in the building of an institution which will really set men free? We can release personalities in a boys' club; can we learn to develop independent thought and action in staff relations, in institutional government, and above all, in the life of the community?"

6. WITH RESPECT TO COMMUNITY MALADJUSTMENTS

What are some of the individual-guidance implications for the Y.M.C.A. arising out of these facts of increasing social disorganization?

In the face of the difficulties confronting schools in attempting to deal with problems related to community disorganization, what are the ways in which the Y.M.C.A. can develop genuine concern and understanding about waste, unemployment, racketeering, family disorganization, the rising tide of nervous disorders, etc., through its constituent groups? What implications has this for the Y.M.C.A.?

7. WITH RESPECT TO ORGANIZATION OF PUBLIC OPINION

How can the Y.M.C.A. help persons protect themselves from bias, propaganda, and misrepresentations in the press, advertising, moving pictures, radio, and other forces operating to produce public opinion?

What are some of the ways in which the Y.M.C.A. and similar group-work agencies are influencing public opinion? Are there other ways which might be more effective?

8. WITH RESPECT TO COMMUNITY ORGANIZATION

How can we come to understand and help communities to understand that no one agency is capable of doing the task of character education alone?

How can we achieve joint planning by the various community agencies affecting character education? Have we any right to advocate social planning if we fail to achieve it in our own professional realm? To what extent will this result in joint enterprises and division of labor among the various agencies in the community?

With the growing tendency toward centralization within all types of institutions and organizations, and the appearance of new social forces on regional, national, and world scales, what is involved for the way in which boys' work in the Y.M.C.A. is to be conducted nationally?

What significant implications for group work agencies lie in the concentration of great resources in foundations and trust funds?

C. The Y.M.C.A. and Social Responsibility

I. SOME OFFICIAL ACTIONS

The World Conference and the International Convention of Y.M.C.A.'s held at Cleveland in August, 1931, marked a new epoch in Association policy. The World War and its consequences, the apparent triumph of world capitalism and its subsequent collapse in 1929 have roused Christian forces the world over to a new sense of responsibility for building a Christian social order as well as developing individual Christian personality. Because of its loyalty to Jesus Christ and its new understanding of its social responsibility, the Association went on record demanding the application of Christian principles to international, racial, and economic affairs.

The following statements, expressing the views of the delegates were adopted with enthusiasm and by overwhelming majorities. They reveal a new consciousness of Association responsibility and indicate that the Association has at last united both individual and social religion:

"In the moral confusion and spiritual poverty disclosed by the distressing social conditions of our day we find a fresh summons to a distinctively religious emphasis in the entire program of the Young Men's Christian Association. When confronted, for example, by such a tragic spectacle as millions of men threatened with starvation at the same time that our granaries are overflowing with food, we become acutely aware how far short we have come of making spiritual forces regnant in our social life. What appear on the surface as economic and political problems are at bottom spiritual problems. The failures of civilization mean a failure of the agencies of organized religion to produce personalities with a commanding Christ-like sensitiveness to human need and suffering and a Christ-like passion for justice and brotherhood. Clearer than anything else today, we hear the call for a more heroic personal acceptance of the full meaning of the Christian Gospel..."

"The building of a Christian society calls for an interpretation of the will of God for the various circumstances in which there is a contradiction between the ideal and perfect life as revealed by Jesus Christ, and the existing conditions of the world. The Association should have a part in the solution of social problems, and it is a Christian duty to contribute to the social Christian education of its membership and of the various social groups of the community at large.

"Without neglecting its duties toward individuals in order to extend the Kingdom of its Master, the Association has an obligation to take a large share in making Christian principles increasingly operative in social life with a view to the achievement of a Christian social order.

"We believe there is necessity for nothing less than a fundamental change in the spirit of our economic life; and that this

change can only be effected by accepting as the basis of industrial relations the principle of cooperation in service for the common good in place of unrestricted competition for private advantage."

The Blue Ridge Assembly of Workers with Boys in May, 1932, stated its convictions as to its "Functions in Social Reconstruction" thus:

"This Assembly urges the deliberate formulation of specific aims and functions with respect to social problems and issues affecting boys. The Association has a definite responsibility to individual boys and groups of boys, particularly at a time like this (1) to help make life more wholesome and to maintain morale by making our service more widely effective; (2) to help boys to manage themselves better in the present difficult situation.

"Because this problem cannot be solved by dealing with individual boys alone, and because boys cannot lift themselves out of the present situation by their own bootstraps, we emphasize the conviction of this Assembly that we must deal directly with the very forces which constitute the causes of the difficulties which boys face. This Assembly goes on record as expressing the conviction that our present social order, which is characterized largely by a 'rugged' individualism, unfair competition, economic waste, much social injustice, and a sense of futility resulting in moral lethargy and civic and political incompetence on the part of the great majority of citizens, is not Christian. If we are serious in our purpose to help boys develop Christian character, we must recognize that the Christian issues facing our communities are social issues demanding deliberate action on our part. This means that we must move out from safe areas of program into unsafe areas and deal frankly with the real issues.

"We recognize three clearly defined methods of dealing with the destructive social forces and arrangements in our world:

- a. *"Investigation.* We must master the techniques of studying our communities, uncover the social forces affecting boy life, and confront our constituencies and public with the facts of specific social situations.
- b. *"Participation.* Here we emphasize the ineffectiveness of discussions and forums except where they are related to situations calling for definite action. We emphasize the necessity of action by allying ourselves individually with definite social movements. We emphasize the further necessity of providing boys with concrete participation in critical examination of our present order and with opportunities to deal directly and realistically with real social issues and problems on their own level of experience.
- c. *"Social Planning.* This Assembly is convinced that we should not rely on attempts at quick revolutionary methods for social change, but rather that we must rapidly initiate long-term cooperative study, social planning, and coordinated strategy in effecting social reconstruction. We must make up

our minds to help produce conditions in our world where persons and human values are respected and given a fair chance; and produce these conditions by the exercise of creative intelligence and social planning."

2. RESPECT FOR PERSONALITY IMPLIES SOCIAL RESPONSIBILITY

The official declarations of social responsibility just quoted are firmly grounded in the teachings of Jesus about the supremacy of Personality. One of the foundation principles of the Christian religion is the belief that man is made in the image of God, and therefore his soul is of infinite worth. Throughout the centuries and in all its branches the Christian church has proclaimed man's divine kinship and therefore his supreme value in a world of lesser things. This doctrine has received further reinforcement in recent years from the intensive study of the Gospels. Now, it is a commonplace to say that the life and teachings of Jesus declare the paramount value of human personality. From the standpoint of the Master, the Humblest and poorest persons had divine possibilities. The poor, the weak, the despised, even the sinful, were to be treated with respect. Woe to those who caused these little ones to stumble! "Whoever is a hindrance to one of these little ones who believe, it were better for him to have a great millstone hung round his neck and be thrown into the sea." By this principle Jesus answered all problems of conduct, measured all customs and practices, valued all institutions. Even the Sabbath, sacred and holy as it was, was judged by this principle - the Sabbath was made for man, not man for the Sabbath.

a. How Personality Comes - This Christian faith in the divine origin and worth of persons has received striking confirmation from the physical and biological sciences. Unless modern scientific knowledge is entirely at fault, man is the end-product of an age-long process from Energy to Matter, from Matter to Life, from Life to Mind, from Mind to Personality. So far as we know, man stands at the apex of a pyramid of values. "Thou hast made him a little lower than God and hast crowned him with glory and honor," is good science as well as sound theology.

The process by which personality is developed seems to be through an intricate inter-action between two forces which we describe as heredity and environment. It seems to be quite clear that the native capacity of each individual is determined by characteristics which he inherits from his ancestors. These characteristics are transmitted to him through the germ plasm of his parents and are not subject to modification by external factors. From this standpoint therefore the individual is predestined and foreordained.

On the other hand, the distinguishing qualities of personality are due to his social environment. The individual is entirely dependent on society for the use that is made of his original endowments. His habits, attitudes, ideas, and ideals are determined for him by his family, his church, his school, his community, and, in an increasing degree, by a world culture which over-leaps all national and local boundaries. From society he learns speech, habits of language, dress, the manipulation of tools, the mastery of the laws

of nature, the facts and techniques of knowledge, appreciation of beauty in nature and art, standards of conduct, morals, and religious ideals. Out of the continuous interaction of these hereditary and social factors personality is born and develops to its finest flower. Man is born an animal of stupendous potentiality. He becomes a person, a man in the true sense of the word, only through the aid of society. If we can select and control the social environment in all its aspects; - political, economic, educational, recreational, and religious, - we can help to determine the character and quality of oncoming generations.

b. The False Antithesis Between Individual and Social Religion - One of the greatest obstacles to the development of Christian personality rests upon a false antithesis between the individual and society, and the tendency to maintain this distinction in the field of religious thought. Every social group is of course made up of individuals; its action is determined by the balance of power and leadership within the group. On the other hand, individuals are never wholly free as members of any group, and their behavior is modified and determined by the action of the group as a whole. The individual and society are thus bound together by inextricable bonds of cause and effect.

For this reason it is ridiculous to set up an artificial distinction between social and individual religion. The teaching of Jesus on this point is plain and unmistakable. We must love God and our neighbor. The story of the Good Samaritan was a blistering commentary on the religious leaders of the time and their belief that divine service could be separated from and take precedence over human service. It is amazing after all these centuries to find religious leaders still arguing over a personal and private experience of God through worship and sacrament, with an utter disregard for humanity. The road to Jericho is lined with victims robbed and beaten, yet these modern priests and Levites maintain the friendliest relationships with the robbers, and announce that social justice is not the work of the church. Others claim that, if the individual can be saved in his relationship to God, these other matters will take care of themselves; yet history, including the history of the Christian church, shows plainly that even the most fervid belief in God may be used to strengthen and sanctify unjust and inhuman social conditions. President Coffin, of Union Theological Seminary, has well stated the necessity for uniting individual and social religion: "'Go ye and make disciples of all the nations', has stood before the Church's eyes as the climax of her First Gospel; but she has often read the words to mean only 'make disciples of individuals in all the nations'. The words certainly mean that, and many a splendid evangelistic campaign and missionary enterprise has been inspired by them. But they as certainly mean more - that nations are to be made disciples of Jesus. The corporate as well as the personal life of men must be brought under His sway. Saint Paul thought of God as reconciling the world unto Himself through Christ. There is a gospel for society no less than for the individual; and it is the same gospel for both - the good tidings of new life with Christ in God. An evangelism which

does not present both aspects of the Gospel - the corporate and the personal - does justice to neither and is not 'the whole counsel of God'."

c. *The Conflict of Individual and Social Ideals in the Y.M.C.A.*-The history of the Christian church is a history of an alternation in emphasis upon individual and social religion. The early Christians were members of the depressed classes, a large percentage of them slaves. They were governed by alien powers, and they exhausted their possibilities by seeking to bear witness as individuals in the midst of a hostile and pagan world over which they had no control. With the adoption of Christianity as the official religion of the Roman Empire the situation changed: the Christian group had an opportunity to modify and, in some respects, to control the organized life of the world. It was this sense of opportunity and responsibility which lay behind Augustine's vision of the City of God. The Roman Catholic Church has never abandoned this conception of Christian responsibility for every area of life. The Protestant Reformation brought a new emphasis on individual aspects of religion and, with occasional exceptions, abandoned the effort to impose Christian standards on political and economic life. A sharp line of separation was made between religion and the conduct of politics and business. Some authorities believe that Protestantism is in a peculiar sense responsible for the development of a ruthless and impersonal capitalist society which has put dividends above personality and substituted the sanctity of property for the sanctity of life.

In a democratic society, in which every citizen has responsibility for the control and direction of social life in all its aspects, there can be no excuse for this dualism. Church members actually constitute a majority of voters both in Canada and the United States and possess an overwhelming preponderance of social and political power. If our social life--political, economic, and international--is not in harmony with the mind of Christ it is because his followers are too indifferent, too selfish, and too sectarian to bring our corporate life into line with Christian principles.

The history of the Y.M.C.A. reflects a continuous conflict between the ideals of personal religion and social responsibility. There has been a constant tension between theological and practical Christianity; in this fact lies an explanation for the Association's survival and development. On the whole, however, the social conscience of the Association has spent itself in attempts to ameliorate social evils rather than to deal with the basic questions of an equitable social order. The Association has done much to improve the opportunities of young men belonging to the less favored economic groups. It has entered the field of international relationships through its Foreign Work, and has created fellowships of good will between men of different nationalities and races. It has served in the same spirit of friendliness to bring together employers and employees in the industrial world. *The general policy of the Association, however, has been to avoid making pronouncements or taking sides on issues which might bring it into conflict with influential groups, economic or political. Obviously, this is a counsel of pru-*

dence; but when it means neutrality on issues which challenge essential Christian principles there should be no holding back.

It is doubtful, however, that cowardice or expediency are the sole explanations of Association quiescence on social issues. It is partly due to our loose congregational type of organization, which makes it very difficult to fix responsibility or for leaders to speak authoritatively on behalf of the organization. In the second place, it probably is due to the persistence of the Protestant tradition that business and politics are not to be interfered with by religious organizations. We have sought to win young men to a personal loyalty to Jesus Christ, and then expected them to live as good a life as they could in a wicked world. In the third place, the Association, like other Christian bodies, has only recently become conscious of the tremendous and irresponsible power wielded by our gigantic financial and industrial corporations, and of the need for bringing them into harmony with the ideals of the home, the school, and the church.

D. How Competent Is Present Y. M. C. A. Leadership?

In spite of good resolutions adopted, it is notorious that action lags far behind convention feeling. Individual delegates may catch a vision and be roused to enthusiasm which they are unable to transmit to their local associations on their return to their homes. The practical steps in order to carry out such a program require time, thought, energy, and money. The associations of North America have also been passing through the most critical economic testing which they have faced since the American Civil War. Expenditures have been sharply pruned instead of increased, program items have been eliminated almost entirely except when they bring in money. The employed staff of the Association has been decimated. Obviously, this has been a poor time to launch a forward movement, especially one which called for courage, new types of skill, and the risk of criticism. Nevertheless, the Program Committee for this Employed Officers' Conference believed that we should take stock of our present situation in this area. There is evidence that, in spite of all difficulties, many associations are making definite progress toward fulfilling the directions outlined at the Cleveland conventions in 1931.

There are presented herewith the reports of three separate studies bearing on the present position of the Young Men's Christian Association in the field of social education, as follows:

1. Study of Association Points of View and Policies on Social Problems.
2. Study of Current Modes of Social Action and Relationship in Local Associations.
3. Relation between Certain Economic Data of Local Associations and their Modes of Action in the Field of Social Policy.

The summaries of these studies follow in order:

I. STUDY OF ASSOCIATION VIEWPOINTS AND POLICIES ON SOCIAL PROBLEMS

The report which follows results from a study by questionnaire

of points of view and of policies participated in by 392 Association leaders, of whom 145 were secretaries (comprising virtually the entire staff of the twenty cities included in the study, with one exception), 122 board members, and 125 leaders of groups (hereafter referred to as leaders). Since the committee conducting the study does not have accurate data on the total number of board members and leaders in the associations, it does not know how representative these reports are of the entire group.

The list of cities included both Canadian and American associations believed to represent a fairly typical cross-section in the matter of population, general location, economic factors, etc.

It is of course possible that a larger number of cities, and complete participation by all board members and leaders, might alter the findings here presented. It was impossible to include more than twenty associations because of the volume of statistical work involved.

If there is question as to the numerical adequacy of the sample, the consistency of the conclusions presented adds substantially to the probability that the tendencies shown in the study are representative of the total situation.

In this, as in all questionnaire-studies, however, it is appropriate to treat the findings with caution. The study is preliminary and partial; no claim to finality is made. All possible technical care has been taken to avoid errors of method, and the reliability of the instrument used is such as to warrant its use for purposes of group comparison.*

The ready acceptance by all associations invited to share in the study is itself significant, involving as it did a considerable task for staff, board members, and leaders. Bank closings prevented one city from completing its study, and one other association failed to return reports. The data on which the report here given is based, came from the first sixteen cities, totalling 349 replies. Two reports from other cities came too late for formal inclusion; but sufficient work was done to ascertain that their returns tend to substantiate the conclusions here given rather than alter them.

a. *Basic Assumptions* - Before the findings are examined in detail, consideration should be given to the underlying assumptions. In order to make a study of this kind there must of course be some such basic assumptions as values, and some criteria for measurement. In this field there is of course room for difference of opinion. No one could pretend that we have any absolute and final standards. There are conflicts of opinion even among leaders who are recognized as best informed, most concerned, and most competent in the field of Social Education. Because of this fact, there are no dogmatic assumptions about the infallibility of this test; and there can be no attempt to sit in judgment, or to condemn those who differ from the standards set by the questionnaire.

*The reliability of the instrument as a measure of liberal-conservative opinions is .86, which is considered high enough for purposes of group comparisons such as are made in this study.

Nevertheless, some general standard has to be accepted, if we are to attempt any survey or to make any report as to the present position of our professional leadership in the field of Social Education. The basic assumptions of this instrument may be described as those generally held by progressive and liberal leaders of social, educational, and religious thought in the United States. The committee found considerable difficulty in deciding on terms to summarize the attitudes and opinions of the questionnaires. We were reluctant to use the rather hackneyed terms "liberal" and "conservative" because of probable misunderstanding and emotional reactions from political and theological controversies. In the absence of more satisfactory one, however, they have been used. They are to be taken as descriptions of conformity and nonconformity with the points of view given above as our basic assumptions.

The instrument included 72 items dealing with such categories as economic issues, the relationship of nationalism and internationalism, group divisiveness, social control, agencies of social reconstruction, processes of social reconstruction, and certain statements of philosophy. Against these various items, which were given a random order, it was possible to indicate preferences as to methods which should be used. Statistical work derived returns for all items separately, for the above groups or categories, and for method.

b. *Four Questions* - For this report the results have been assembled under four significant questions:

- What kind of a society is desired?
- What is the function of the Association in bringing about a more desirable society?
- What methods should be used in making desirable changes in the social order?
- What is required of secretaries to increase professional insight and competence in social education?

(1) What Kind of a Society is Desired?

Apparently our secretaries want a social order in which there shall be larger respect for personalities, in which individuals shall have a larger part in shaping their social life, in which "individualism" shall not express itself in keen competition. The profit motive may have to be sacrificed. The outstanding characteristics of the capitalistic system may have to be modified. A better distribution of income and larger economic security should be guaranteed. They want a social order where the institutions of legislation and government shall provide much more democratic processes in political and industrial life. Although they recognize persons as differing in interests and capacities, distinctions on the basis of race, sex, and nationality should be eliminated. International understandings and loyalties are essential. From many significant points of view, society as it exists today is unsatisfactory. Major changes are desired.

(2) What is the Function of the Association in Bringing about a More Desirable Society?

Secretaries believe that the church and the Association as well as public schools should deal with social situations. Christianity should be concerned not only with the teaching of principles but with the technique of relationships involved in social reconstruction. The church should deal with current economic problems. Religion should not be kept separate from problems of occupations and practical everyday affairs. Schools should teach the facts on both sides of controversial issues even at the risk of encouraging criticisms of established social and political institutions or arousing questions or doubt concerning the justice of the social order and government.

Secretaries want the educational and religious institutions, including the Association Movement, to deal frankly, critically, and constructively with ongoing life. Although they tend to become more conservative when dealing with controversial issues where local opinion is predominantly on one side of the question, seven out of ten think it is the function of the Association to deal with the issue at least by awakening interest in it and by providing discussion. Changes in social situations should be made by direct attack upon them. The Association should seek to develop social understanding and ways of dealing with them. Simply transmitting ideals of "personal character" is not enough.

(3) What Methods Should be Used in Making Desirable Changes in the Social Order?

Eight possible methods (or policies) were proposed for dealing with the seventy-two issues listed in the study form. They were: (a) Do nothing; (b) Encourage other agencies; (c) Call attention to it and stimulate interest; (d) Provide opportunities for study and discussion; (e) Urge certain points of view, positions, or courses of action; (f) Help persons develop ability to change social conditions; (g) Take a position; and (h) Methods uncertain. Each person was asked to check one or more items.

A striking contrast is evident between items (a) and (f), as follows:

	Secretaries	Leaders	Board Members
(a) Do nothing:.....	6.0%	9.9%	14.5%
(f) Help develop ability to change.....	17.3	13.3	5.2

Another display shows differences between professional workers and two lay groups as between an active policy, represented by items (c) to (g) inclusive in the list of eight above, and a passive policy indicated by items (a), (b), and (h). Ratios are shown for each of the seven main categories of items. These ratios are the number of "Take-Constructive-Action" reports as compared with reports of "Avoid", "Refer", and "Uncertain", the latter always being represented by 1.0:

Categories	Secys.	Leaders	Board Members
(a) Economic issues.....	4.0-1.0	1.8-1.0	1.0-1.0
(b) National-international.....	5.0-1.0	2.2-1.0	1.1-1.0
(c) Group divisiveness.....	4.6-1.0	2.1-1.0	1.4-1.0
(d) Social Control.....	3.4-1.0	2.0-1.0	1.0-1.0
(e) Agencies of social reconstruction.	4.2-1.0	2.3-1.0	1.8-1.0
(f) Processes of social reconstruction	4.8-1.0	3.2-1.0	1.8-1.0
(g) Philosophic issues.....	5.0-1.0	3.0-1.0	2.0-1.0
Average of ratios above.....	4.1-1.0	2.4-1.0	1.4-1.0

(4) What is Required of Secretaries "to Increase their Professional Insight and Competence in Social Education"?

Secretaries are apparently open-minded, one may conclude from the study, which showed a majority traditionally minded on only 14 per cent of the items. They appear to want a different social order. But is their understanding of social conditions adequate? Is their social philosophy consistent? How expert are they in methods of social education?

The study does not tell that the social understanding of secretaries is adequate, but it does impress the need that the secretary grow in his appreciation of social forces and the direction of the social changes which are remaking his community.

There are some inconsistencies in the social philosophy of the secretaries represented by this study. For example, the relation of youth and adult standards to desirable social change, the way in which growth of personality is regarded, the relation of teaching by precepts as against education centering in the actual experience of youth, represent aspects of the immature thinking revealed. Perhaps more significant, and possibly serious, is the confusion of the respective role of scientific and philosophic contributions to the fixing of objectives. The relationship of cause and consequence, as a scientific issue, does not tell much about which is best. The Committee hold that a new quality of philosophic thought will be needed.

The widespread use of discussion, oftenest recommended by secretaries, leaders, and laymen, may indicate that too much may be expected of the exchange of opinion or even of the transmitting of information by this process. The gap between discussion and action, not only in youth's experience, but in the actual procedure of associations in the field of social education, gives rise to a fear that this aspect of good educational method is being neglected.

Are secretaries growing in their ability to manage administrative relationships with committees and boards so that they contribute to social understanding and insights and to more effective cooperation of all groups in the association? The study revealed marked differences of opinion on many important social issues between secretaries and board members. The difference between secretaries and leaders, although less sharp, is enough to be a matter of concern. Com-

mittee meetings, board meetings, conferences with individuals regarding administrative policies and practices, - all have their social implications. Can secretaries learn to make effective use of problems of salary adjustment, curtailment of program, balancing the budget, finding new sources of financial support, to deepen social understanding and develop cooperation in the light of larger social insights on the part of boards and committees as well as on the part of participants in so-called definite program activities?

c. Meaning of this Study for Association Leaders

(1) For the Employed Officer

If this study even approximately estimates the attitudes, opinions, and philosophy of the employed officers of the Association, it suggests that our secretaries are largely in line with current liberal ideas. Almost eighty-five per cent of the responses to the most significant issues are in harmony with the standards set up by this instrument. It is true, of course, that there are some areas in which our secretaries seem to be less familiar with current thinking than in others. On some questions ordinarily regarded as controversial our secretaries make almost a perfect score. In certain others, the majority opinion is out of line with the standards which we are using in this questionnaire. If the test is representative, we have every reason to believe that our secretaries are for the most part in touch with modern currents of thought.

In the matter of methods of dealing with social issues, secretaries also make a reasonably good score. The preferred method is that of study and discussion. There is a respectable balance of opinion that the Association should go beyond this point into more positive action. On the other hand, there is a very stable body of opinion which obviously is opposed to any action whatever. If we are to combine the replies proposing "do nothing", "encourage other agencies", "methods uncertain", and "no method indicated", it will be seen that from twenty to twenty-five per cent of those replying were not in favor of Association action, or did not know what to do. The following report (see page 76) suggests that Association practice is even more conservative than that suggested by the theoretical discussions. There is an obvious tendency on the part of the Association to avoid controversial issues or vigorous action. It should be noted that our questionnaire did not provide any category for what might be called radical action, and it is therefore impossible to say whether we have a left wing prepared to advocate more advanced steps.

(2) For the Board Member

One of the most startling results of this study is the revelation of the very wide gap between the thinking of board members and of the employed staff. There is a marked disparity of opinion all along the lines, especially in the degree of liberality. (Both secretaries and laymen tend to be liberal on the same issues.) This raises many interesting questions. How can we explain the presence of overwhelming numbers of conservative laymen on our boards when our

secretaries are so evidently liberal? Are these laymen selected for their financial and administrative functions? Do our secretaries direct a program without consultation with the laymen who constitute the authoritative bodies in the Association? Are the secretaries remiss in attempting to educate their board members in regard to issues which they themselves consider to be important? Is this secretarial opinion merely sentimental and conventional liberalism? Have we fallen victims to a new orthodoxy of liberalism which is either misunderstood or not taken seriously? Are our secretaries romantic, sentimental, and irresponsible in their social idealism? Do they require the stabilizing influence and greater realism of the laymen? How do our laymen compare with other laymen in their community? Such questions as these are worthy of our most earnest consideration, and they apply both to philosophy and methodology.

(3) For the Group Leader

Volunteer leaders are more liberal than board members, but are still considerably behind the position of the employed staff. Leaders' opinions in regard to issues and also in regard to methods are about halfway between secretaries' and board members', inclining to be somewhat closer to the secretaries than to the latter. This is encouraging; but the gap is wide enough to suggest that one of the primary tasks of the secretaries is to bring the thinking of Association leaders, both directors and committeemen, into contact with the best thought of the day. Unless this can be done, it is obviously difficult to carry the Association forward into effective social action. This difference of social philosophy inside the Association circle is in itself sufficient to explain the paralysis of the Association in regard to many social questions.

2. STUDY OF CURRENT MODES OF SOCIAL ACTION AND RELATIONSHIP IN LOCAL YOUNG MEN'S CHRISTIAN ASSOCIATIONS

This study follows the preceding survey of points of view and policies as a practical check upon practice. To what extent is it in harmony with the position revealed by the previous study? The present unit was developed independently, although some of the associations participating in the former study were given opportunity to report their practice, making about twenty per cent of the total group. Forty-five associations are included in the following summary, constituting a forty-three per cent return from associations receiving the inquiry. The inquiry form covered a comparative listing of local "Influential Public Opinion-Forming Agencies", "Social Issues upon which Action was Taken", "Methods of Action Employed", and "Internal Problems Faced by the Associations" reporting.

a. Influential Public Opinion-Forming Agencies - Under this heading the committee sought to get a list of the most influential public opinion-forming agencies in the various communities, and a comparison of these with one another and with the Y.M.C.A. in respect to their liberalism or conservatism.

(1) Local churches, service clubs, commercial and business or-

ganizations (such as the Chamber of Commerce, and Manufacturers' Association), the public schools, and to a degree the American Legion, are the agencies which in the judgment of the raters have most influence in the formation of public opinion. Labor organizations, political organizations, social welfare bodies, and unemployed groups, are considered to be comparatively insignificant factors.

- (2) According to their liberalism and conservatism, these agencies are distributed as follows: The Chamber of Commerce is most conservative; then, in order, the American Legion, the churches, the manufacturers' associations, and the service clubs. Halfway between are the women's clubs, the ministers' groups, and the labor unions. At the liberal end of the scale are the Fellowship of Reconciliation, the League for Industrial Democracy, Socialists, and Communists. It is apparent that the weight of influence of these organizations is heavily in the conservative direction.
- (3) The composite ratings would place the Y.M.C.A. about two-thirds of the way along the scale from most conservative to the most liberal of these agencies.



Are we to judge from these results that the Y.M.C.A. tends to be liberal with regard to social, economic, international, and political questions? Since the comparison is made with agencies that are regarded mainly as conservative, the genuinely liberal position of the Y.M.C.A. is not conclusively indicated. The close dependence of the associations for financial support upon most of the agencies rated conservative is no doubt an important factor which prevents it departing radically from attitudes which they would generally approve. This seems to be borne out in Study 3 (See page 82), which indicates that the more liberal group of associations are on the whole those which have less total and net property, less debt, smallest gross earnings and expenditures, and largest deficits.

- (4) The document used in the study asked for information regarding instances in which the association cooperated with other agencies in modifying public opinion. The replies indicated such activities as the following:
 - (a) Took initiative in convening representative group to save the juvenile court.
 - (b) Organized speakers' club to train and make available speakers and leaders to other agencies.
 - (c) Took initiative in organizing a "good morals" body to deal with prostitution.
 - (d) Cooperated in promoting better race relations (with colored people)
 - (e) Cooperated with the management in conducting welfare work for company employees.

- (f) Cooperated with the Council of Churches in sponsoring visit of Kirby Page, and with the League of Nations Association in bringing Sherwood Eddy to the city.
- (g) Cooperated with the Mayor's committee in establishing city-wide free employment agencies, and with the Council of Social Agencies in establishing a self-help organization.
- (h) Cooperated with the ministers in a campaign against city hall gambling, and to secure better city officials.

One would not wish to underestimate the social worth of these efforts; but it may be pointed out that without exception they are concerned with safe issues, and were carried out in cooperation with agencies rated, for the most part, as conservative. There is no instance of the Y.M.C.A. cooperating with a minority group or one that would not be considered respectable by the group from which the Association draws its financial support.

Cooperation with these agencies seems to be sporadic and intermittent. There is no clear evidence of a recognized policy to bring about concerted action on the part of appropriate social organizations in dealing with community problems. (*cf. Eight Guiding Principles Relating to Community-organization*, page 41, Report of Fourth North American Assembly of Y.M.C.A. Workers with Boys.)

Evidence is lacking also of the wide use of social science methods for either studying community situations or dealing with significant issues. The descriptions given of cooperative effort indicate an informal approach and a limited understanding of the social forces involved. Splendid work is being done, but one feels the lack of an adequate strategy guided by trained social insight and informed by necessary social facts.

b. Social Issues upon which action was taken - Informal discussion groups rather than official bodies representing the Y.M.C.A. organization as a whole took whatever social action is reported in the questionnaires. Such action ordinarily consisted of: (1) discussing such issues as disarmament, prohibition, and local community concerns (e.g., sportsmanship among spectators at games, taxation problems, school administration); (2) passing resolutions; (3) distributing literature. Only infrequently is direct action involved, and then only with reference to problems of morals (e.g., gambling and the suppression of vice.)

The social significance of the various actions taken is not considered great by those who filled out the reports. On a four-point scale extending from minor to very great, forty-nine out of the sixty-three issues dealt with, or seventy-eight per cent, were placed in the lower half. The fourteen in the upper half were as follows:

- (1) Those considered of very great significance: prohibition; economic problems (not specified); the social, economic and international questions (again not specified); graft in city politics; moral and political status of the community; race relations; boy and girl cooperation.

- (2) Those considered of great significance; disarmament; temperance and prohibition education; sportsmanship in games; drinking; care of transients; night parties in the high school; liquor.

In spite of the low rating given on significance, those reporting believed that the action taken was in harmony with the teachings of Jesus. On a five-point scale extending from "quite fully in harmony" to "quite out of harmony" 71 out of 76 forms of action, or 94 per cent, were placed in the first two intervals.

One could wish that the replies in this section had been displayed so that one could follow through the action of a given group. What, for example, were the issues that the boards of directors dealt with, what action was taken, and how was this rated? It would be interesting to contrast these results with those of such organizations as the Y's Men's Clubs and Young Men's discussion groups.

Direct action was taken very rarely - only 7 times out of the 42 reported, or 17 per cent. What is the significance of this? The issue raised is that of the function of the Association in relation to social reconstruction. In the Report of the Fourth North American Assembly of Y.M.C.A. Workers with Boys, page 41, three methods of dealing with social problems are suggested:

- (1) Investigation - leading to the discovery and publication of facts relating to specific social situations.
- (2) Participation - forums and discussions are declared ineffective unless related to situations calling for *definite action*.
- (3) Social planning - coordinated strategy leading to deliberate social action.

Are all of these methods appropriate to the Y.M.C.A.? Are they to be used by the Y.M.C.A. officially or by groups affiliated with it? Have we the machinery for mobilizing the membership in support of whatever action is contemplated?

One cannot but question the maturity of judgment revealed in the ratings regarding the Christian character of the actions undertaken by the various groups. Perhaps the descriptions used in the scale did not discriminate sufficiently among possible degrees of harmony with the teachings of Jesus. And yet there is something rather naive about an opinion that regards 75 per cent of them as fully in harmony with the mind of Christ. Here, as elsewhere in the report, one wishes that we had the judgment of the whole staff, or of a committee of laymen and secretaries, instead of that of one individual, as was usually the case.

As in Section 1 of the study, information was again asked regarding specific instances of action taken. The replies reveal such items as the following:

- (1) Physical committee provided recreation for the unemployed.
- (2) The association maintained an open forum - on temperance, unemployment, crime, tariffs, war, League of Nations, child labor, etc.

- (3) The Y.M.C.A. engineered the nomination of two recent candidates for mayor in an effort to clean up the city.
- (4) The Y.M.C.A., with the support of business leaders, used its influence to eject a booze government in the city hall.
- (5) The Y.M.C.A. promoted conferences which adopted and published in the press resolutions regarding prohibition and disarmament.
- (6) The Association in a "Men's University" went contrary to accepted local opinion by reorganizing on a mixed basis.
- (7) The same association led a movement for an inter-racial inter-collegiate council.
- (8) The Board of Directors of a Y.M.C.A. had the police arrest prostitutes who were soliciting in the neighborhood of the association building.

The activities undertaken are for the most part of undoubted social value. The forums reported seem to be well conducted and deal with a wide range of vital issues. There is evidence also of a sensitiveness to the needs of such groups as the unemployed and the victims of race or sex prejudice. Graft, liquor, and prostitution are vigorously attacked. On the other hand, it must be remarked that on the whole the questions and issues dealt with are such as to win the support of all "right thinking" persons. There is no instance of championing causes that would be unpopular with conservative people.

c. Methods of Social Action Employed—Replies to this section of the questionnaire furnished additional information regarding means employed by associations in dealing with social issues. Forums stand well at the top of the list as far as frequency of use is concerned. There is an average of two for each association replying. A second reliance is that of "interviewing key persons" with a view, presumably, to enlisting their interest and support of whatever action is thought desirable by the association. Other methods reported in order of their use are: group investigation; publicity through house organ; passing resolutions; distribution of literature; discussion; circulation of petitions.

These various methods are used in connection with a wide variety of issues. Unemployment is most frequently referred to (76 times). Disarmament and prohibition follow closely (70 and 68 times respectively). Then, in order, the following appear: crime; intelligent voting; war debts; League of Nations; race equality; distribution of wealth; unemployment insurance; sex equality; tariffs; etc.

Supplementing the record given above, descriptions were requested regarding methods used by associations in particular situations. Something of the temper and content of these reports is indicated in the following summary:

- (1) Public speaking club discussed political questions.
- (2) Y's Men's Club investigated race relations.
- (3) Young men's and boys' club studied Christianity as a "way of life".

- (4) The association, in cooperation with The Inquiry, organized a committee to study crime as a community problem.
- (5) The association organized a representative committee to provide community-wide summer recreation program for boys and girls, and also for unemployed young men.
- (6) The association, in cooperation with other organizations, furnished "minute men" to speak in theatres, clubs, etc. with a view to promoting employment.
- (7) The association led in intensive study of employment, which resulted in thirty classes meeting weekly for two months, with an enrolment of 500 people.

d. Internal Problems Faced by the Association - Three-quarters of the associations reported social issues within their own organization which tested the sincerity of their Christian professions. As might be expected, these were largely personnel matters and related to reductions in staff and salaries. Other issues were concerned with membership practices as they affected the admission of other races and nationalities, program building, Sunday activities, drinking in the dormitory, etc.

The report does not contain the results of the ratings on the Christian character of the solutions reached.

e. Conclusion on Study of Modes of Social Action and Relationship - On the whole, in looking over the reports, one is impressed with the degree of liberalism to be found in the Y.M.C.A. Certainly it is greater than some critics have thought. The small committee rating the associations that reported conclude that more than one-third of them could be described as definitely "liberal". The fact that each association took some sort of social action on an important issue about twice during the last year is a matter of congratulation. To find twenty-five social issues dealt with by forty-seven associations in some 581 connections further supports one's confidence that associations are becoming aware of their responsibilities and opportunities as opinion-making agencies in modern communities.

This general view is substantiated by preliminary reports from the 1933 Association Yearbook returns. All associations were asked to report both on social issues and methods to which effort had been given during the past two years. Prominent among the issues dealt with are unemployment, disarmament, prohibition, war debts, race relations, intelligent voting, League of Nations, crime conditions, and the distribution of wealth. Prominent among the methods employed are discussions and forums, literature, speakers, investigations at first-hand, and the definite exercise of influence believed to be of sound and Christian character. In this report, however, as in that of the committee contributing to this study, at least one-half of the reporting associations apparently did nothing on the issues listed.

These facts make additionally clear that the older question as to whether the associations should concern themselves at all with these issues has now been superseded by another: *How work intelli-*

gently and effectively toward Christian solutions for social problems of such urgency that they can no longer be avoided?

3. RELATION BETWEEN CERTAIN ECONOMIC DATA ABOUT LOCAL ASSOCIATIONS AND THEIR MODES OF ACTION IN THE FIELD OF SOCIAL POLICY

An attempt was made to secure relationships between certain economic data from local associations, and their modes of social action, as shown by the inquiry used by a parallel committee under this general area of study. For this purpose the replies to the inquiry were thrown into three groups, approximately equal in number, and classified as liberal, moderate, and conservative, as judged by the evidence of practice shown under the various headings.

It would appear that there is some evidence of correlation between the economic position as an organization, and the social practices employed. These figures rather tend to indicate that the liberal group of associations may in the main be those which have less total property, debt, net property, gross expenditures, gross earnings, lowest self-support, largest deficit, and lowest position in the 10 economic factors studied. (Note that the figures used are the *ranks of associations* in respect to these *factors*, each ranking starting from the highest factor to the lowest. One has to remember that the highest numbers represent the lowest rankings in respect to these economic units. Thus, the very first item on gross property means that the median "liberal" Association ranked 57th out of a total of 109 associations, while the median "conservative" association ranked 36th. The latter had more property.)

	Liberal	Moderate	Conservative
Gross property.....	57	53	36
Endowment.....	42	63	48
Debt.....	62	35	31
Net property.....	55	56	38
Gross expenditures....	44	41	32
Net operating expenses	47	38	47
Earnings.....	67	52	38
Contributions.....	52	33	47
Deficit or surplus....	74	66	51
Ratio of self-support.	67	65	52
Aggregate of ranks....	539	484	436

From the aggregate it can be seen that the difference in medians between liberal and conservative is 103, that is, fully 10 per cent lower.

Supplementing the correlation discovered between the extent of association property and financial interests and the associations responding to the questionnaire of Study 2, as classified into liberal, moderate, conservative groups, the following observations on the effect of economic factors in the Association on social attitudes and actions are submitted for examination.

a. *Effect of Association Property Interests* - There is a generally recognized tendency on the part of those who have possessions to give greater relative weight to the conservation of their property interests than do those who have no property. It may be the old conflict between the "haves" and the "have nots". A person who owns a home or a farm may be more conservative and more interested in property rights than a non-home owner. The same thing may be equally true of organizations and institutions. The tendency may not be wholly bad. Home ownership has been believed in the past to be an element of social stability and to offer certain spiritual values which can hardly be achieved other than through some such responsibility. However too much property, or much involvement in property interest, cannot be defended on this ground if anti-social policies result.

The factor of property has had some influence upon the Association, as was probably inevitable. It is unfortunate that we have so few non-property-owning city associations which in other respects are comparable to those which do own property, making a thorough comparison on this point very difficult. Here are a few illustrations, however, of actual problems:

- (1) In association "A" an advocate of the democratic control of industry presented the proposal that all organizations should be managed by vote of their employed groups. This association had a million dollar building and an employed staff of over 100, of whom the great majority were non-secretarial employees - janitors, firemen, cafeteria workers, and others. The association was highly democratic in the extent and variety of responsibility devolved upon members, and in the co-operative participation of the secretarial staff in the problem of professional management. The executive vigorously resented the proposal of worker-management in a situation where the employees were three-fourths manual workers and where members and supporters had at least an equal right in the determination of Association policy.
- (2) The amount of time and attention pre-empted in board meetings by financial and property interests to the exclusion of program and personnel interests is in most associations overwhelming.
- (3) Striking lack of contacts of associations with various liberal and social reorganization movements, such as the League for Industrial Democracy.
- (4) Action of one association in maintaining depreciation reserves during the depression at the expense of reductions in staff and wages and salaries, and in paying, as was done in one case, of bank notes before their maturity in order to build up a reputation for credit at a time when salaries were being sharply reduced.
- (5) Much of the best staff capacity, particularly during the depression, has been pre-empted by property and financial interests. This was made necessary by the fact that the association has these interests and must maintain them.

b. Effect of the Financing Necessities of Associations - the necessity of raising funds for current support and keeping in favor with people who control funds.

- (1) Association "A". The meeting of a liberal organization with an economic reform speaker at the association met with pressure from the largest giver to keep this speaker from appearing at the association thereafter.
- (2) Association "B". Pressure exerted to keep a prominent organized labor leader from speaking under the auspices of the association.
- (3) Association "C". Apology given to military authorities for an attack on militarism in an association paper.
- (4) Association "D". Association's action in regard to a colored staff member dictated by local sentiment.
- (5) Association "E". Action in regard to an employee dictated by local sentiment on the matter of a sex-education program.
- (6) Association "F". Prohibition enforcement issues soft-pedalled where board members are prominent anti-prohibitionists.
- (7) Association "G". Attitude of secretary toward serious local crime, vice, and politics situation, led to his removal on account of opposition of local supporters.
- (8) Association "H". Presence of open shop employers on board led to minimizing contacts with unionism or a discussion of unionism.
- (9) Association "I". Location in a reactionary industrial capital results in low social content of program.
- (10) The general difficulty of dealing with tabooed subjects in specific associations, such as hours and wages in cotton mill associations, disarmament in army and navy associations, etc.

(Some of these are specific instances where chapter and verse could be given; others are characterizations of whole groups of associations, and describe a situation which is more or less characteristic.)

"Mankind is in one of its rare moods of shifting its outlook. The mere compulsion of tradition has lost its force. It is the business of philosophers, students, and practical men to recreate and re-enact a vision of the world - conservative and radical - including those elements of reverence and order without which society lapses into riot, a vision penetrated through and through with unflinching rationality. We must produce a great age or see the collapse of the upward striving of our race."

Alfred N. Whitehead.

Chapter VI.

The Embodiment of the Movement's Religious Aims in Dynamic Professional Leadership and Practice

FOR DISCUSSION

1. What are the elements of richness and strength for present-day religious work in the history of the Association? What elements of confusion of outlook come from this history?
2. What new demands and opportunities are implicit in the present social situation in our two countries?
3. It is affirmed that the main studies and lines of approach to the professional task as outlined in the previous sections carry, in themselves, "challenging areas in which the religious worker must not only reveal his Christian attitude, but likewise his skill as a professional workman." To what extent is this true?
4. Of the descriptions of religious-work practice as given in this chapter, which represent the associations at their best?
5. What substitutes for "guess work," what facts, will help professional workmen choose between various methods of religious work?
6. How can we make certain, with determination and yet with humbleness of spirit, that we achieve a growing embodiment of our highest ideals as professionals in religious work?
7. What lines of study will lead to the most fruitful new examination of the great concepts of religion with which we must work?
8. What cooperative enterprises by our professional groups and societies will be of most service to us in the years just ahead as we seek to re-examine and redirect our religious work? What personal enterprises?
9. How can truly worthy and commanding central aims be achieved for the associations as a religious movement?

The professional worker among youth, busy with the activity program which has come to be characteristic of the Young Men's Christian Association, faces many difficult problems when he seeks worthily to express its religious aims. These aims have a history reaching back to the fellowship of George Williams and his group in London. With the years, this characteristic emphasis has been development in many forms, and has naturally reflected trends in religious thought from decade to decade. The professional leader will hardly be able to re-

flect in his leadership and practice the whole comprehensive scope of the Movement's religious history, or the whole of its present-day expression. But he may perhaps hope to embody the essential spirit and aims underlying these many expressions.

In the pages which follow there have been drawn together from many sources and from certain special inquiries, materials which should be useful in helping the Association secretary to a fresh and significant outlook upon his present-day opportunity. As in the preceding chapters, the attempt has not been to produce a manual for the guidance of specific practice. The concern rather is how the professional leader may today improve his workmanship and influence.

A. The Immediate Problem Which the Professional Worker Faces

In turning to the immediate problem of religious leadership which the secretary faces, we do not turn away from any part of the work which he does, nor from the situation in which he does it. We turn rather toward that work as a whole, where the problem lies. The problem may even be a product of the whole situation. Whatever its difficulty or immediacy, the problem cannot be lifted out of its setting. However, this immediate setting may be better understood in the light of some of its early origins.

1. A BIT OF HISTORY

The original form of the organization was a simple fellowship, which began in a single community and in a single place of employment. It depended upon a voluntary adherence by the individual with others of his group to their common loyalty and purpose. This purpose was expressed in the phrase adopted by the new Movement at Paris (1851) namely, "The Young Mens' Christian Associations seek to unite those young men who, regarding Jesus Christ as their God and Saviour according to the Holy Scriptures, desire to be his disciples in their doctrine and in their life, and to associate their efforts for the extension of his Kingdom among young men." This simple form of fellowship was established on American soil and characterized the early Movement.

The development of the Association Movement in the United States and Canada brought a measure of inter-association control over the local fellowships. These established the device of "credentials" for admittance to the Movement's conventions,—a type of super-structure which, although designed to safeguard the spiritual vitality of the Movement, also served to legalize its expression of religious purpose and to separate that expression from the rapidly developing new life within the local associations themselves.

The broad extension of social effort which has taken place over many decades with the growth of American cities, and the change in viewpoint in many organizations regarding youth's freedom to develop normally in the new stream of educational opportunity, emphasize the easy disparity between the vital religious experience of the member and the means by which the Movement sought to facilitate that experience.

The professional worker, closely in contact himself with the experience of members, is also expected to participate in and be loyal to the Movement's expressions. So today he faces the problem of religious values and effective spiritual workmanship, unable often to reconcile the Movement's formal sanctions with the members' actual requirements.

Thus, questions about "purpose" are discussed in practically every formal meeting under Association auspices. Each professional assembly seeks to find the best way of expressing religious purpose in terms of activities where vital interest and obvious profit to the individual are present. This constant adjustment has required great insight and tact on the part of the professional worker. He needs to accommodate himself to pressures from the member in terms of obvious need or expressed demand. On the other hand, he has sometimes found it difficult to ascertain the true heart of religious thought during years when the best religious leaders exhibited some measure of confusion.

2. A CONFLICT OF APPEAL IF NOT OF AIM

Nevertheless, even without reference to the history of the Movement, the religious worker finds himself in the midst of many appeals which seem to represent some confusion of aims. For example:

- a. One religious work secretary frames his confusion and his yearning for help as follows:

"What do we mean by religious experience, or experience leading to religious growth?

"What are the factors chiefly present and related to the development of such experience and growth?

"How are these factors related to the theological concepts of fifty years ago and today?

"How can secretaries effectively employ these factors in Association programs?

"Where does the supposed ineffectiveness of religious leadership based upon modern educational methods lie—in method, in failure to understand and use it fully, or in personal motivation?"

- b. A young man after a year's study of a "program for society," characterized by the earnest desire to "trim the religious tree of dead wood", queries his fellows in a group as follows:

"What is the purpose of mankind? I must stop until I learn enough about the goal of man so that I may know in what direction to chart the course. We observe in this universe a force for goodness, beauty, and truth which we please to call God. This force evidently is not omnipotent, for we often see it frustrated; but our observations indicate that it is always ultimately victorious. We see in man an increasing capacity to work for goodness, truth, and beauty. Is God becoming increasingly incarnate in man? May man eventually truly represent God? This is a thrilling thought. But to represent God truly,

man must have wisdom in all things. Is this then man's goal, - to search after truth and to become a co-partner with God?"

- c. A careful student of methods of achieving religious values summarizes the emphases which have been prominent over the years as follows:

- the original small group, a Bible Class, or a fellowship
- the Fisher movement, with large men's meetings
- the personal evangelism method, with workers' classes
- the organized Bible study campaign
- the interview
- the discussion group and the 'educational' methods."

He observes that, as new methods of religious work have been introduced, some part of former methods has remained, with some resulting conflict. He observes some persistence of this conflict of method today, and asks for a new unity and confidence which will permit varied methods for the attainment of religious value among members.

- d. The editor of our professional journal presents a challenge from the present disturbed economic and social situation:

"Was there ever a time when the spiritual forces of our several communities had such an opportunity to minister to the deepest, - the real needs of persons? This is a time for courage, poise, persistence in pursuing well-thought-out plans and for enthusiasm wisely directed."

- e. The Commission on Message and Purpose calls:

"All of those in our Association who love the God and Father of our Lord Jesus Christ, to join in a spiritual forward movement by developing the activities (which are listed) according to their local needs and opportunities, and to help challenge us all to a greater fidelity to our Christian task."

- f. A leader of the World Student Christian Federation asks for new concern for the "Message Issue":

"They (the Y.M.C.A.'s) have long been able to keep the message issue from taking a central place in their concerns, but the pressure of the situation forces them to join in the discussions. As they realize what they are up against - militant atheism, fanatical political movements, systematic indifference, and as they become aware of the tremendous handicap which consists in their lack of unity as a world movement - the message issue emerges in their midst as the most acute of all the problems which they have to face."

- g. The 1931 National Council meeting in the United States, reflecting the mood of the preceding International Convention, urged a distinctly religious emphasis:

"In the moral confusion and spiritual poverty disclosed by the distressing social conditions of our day, we find a fresh summons to a distinctively religious emphasis in the entire program of the Young Men's Christian Association. When confronted, for example, by such a tragic spectacle as millions of men

threatened with starvation, at the same time that our granaries are overflowing with food, we become acutely aware how far short we have come of making spiritual forces regnant in our social life. What appear on the surface as economic and political problems are at bottom spiritual problems. The failures of civilization mean a failure of the agencies of organized religion to produce personalities with a commanding vision of the will of God for human life, a Christ-like sensitivity to human need and suffering, and a Christ-like passion for justice and brotherhood. Clearer than anything else today, we hear the call for a more heroic personal acceptance of the full meaning of the Christian Gospel."

The preceding chapters of this volume present challenging areas within which the religious worker must not only reveal his Christian attitude, but likewise his skill as a professional workman. He may wish this latter were not necessary, - that he could, as long ago, meet the challenge by a test of the heart. Possibly in some part of the work which today confronts him, this test may suffice. At least, it cannot be overlooked anywhere. But, taken alone, it cannot suffice any more than the worthy motivation of a surgeon will suffice when a surgeon's skill is desperately needed. Consider:

How may executive leadership actually be liberated from the dominance of the depression over the spirit? Shall it be by greater skill alone? By finer devotion still, after these years of incomparable devotion? Or by some new, creative combination of both?

How may the role of the secretary be more surely seen as one able to release powerful community-wide, spiritual values in and through a lay fellowship?

How appropriate the newer insights for the guidance of persons to help them achieve their finer unity as Christians, so that they may stand the test as Christian citizens?

How meet the challenge to faith presented by the daring Social Ideals of the Churches as "a manifestation of spiritual forces called out of the common life by the Spirit of God, having as its objective more abundant economic cultural and spiritual life of humanity?"

3. A DEFINITION OF THE PROBLEM

From these observations and questions we may reach something like a definition of the immediate problem which many secretaries face in their attempt to give religious leadership today:

They are beset by surrounding social pressures, which compel them to rally every spiritual resource they have for their own personal responsibilities.

They are urged to join in a great forward movement emphasizing certain spiritual disciplines, all of which they see in terms of their place and effectiveness or lack of effectiveness over many decades.

They are challenged to make "message" the central issue but, being unready to accept dogma, do not hear an articulate message on the principal issues of the day from either a united Church or a united Association Movement.

They press deeper questions about religious experience itself, and how growth in such experience comes about, always wanting some reassurance that the activities to which they give themselves so largely will actually result in life-long loyalties to Christian purposes, and knowing that their hope may often be in vain.

They keep their contacts with inquiring youth, being renewed in the fellowship of a new experience of inquiry, of wonder, of trial, and of confirmation.

They desire to avoid unreality, pretense, and sham. They do not wish to be forced into expression or cooperation which they cannot honestly enter into.

They desire a new unity, within perhaps, and without; and the power of witness which would follow, with particular individuals, among some people they know, in their community, and in the midst of society itself, where daily they see corruption immune from even the protest of "Christian" believers.

They do not "aspire" to distinguished religious leadership, under all of these conditions; and thus fulfil the essential condition of humility which makes effective leadership possible.

B. Some Examples of Current Religious Work Practice

It may be well to turn from the study of the problem which the profession faces, as outlined briefly in the preceding section, to the kind of practice in which it is now engaged.

The committee in charge of this study wrote to many scores of secretaries asking them to aid by describing experiences which they felt "would best represent" their religious work activity. Those who responded were to feel free to include any type of activity whatsoever so long as it met the simple criterion suggested.

A splendid response was received to this request. From the large number of items available a few have been selected, quite without reference to content, to display as many broad types of activity or relationship as the replies presented. The position of each person quoted has been mentioned, as an additional aid to interpretation. In general, it can be said that those reporting are fairly representative of the profession.

It is suggested that, as the reader reviews these cases, he be alert for both the *forms* of professional religious work practice, and the *assumptions* which appear to underlie what is done. At the conclusion of the list will be found some general observations to which the attention of the reader will presently be directed.

1. EXAMPLES FROM ADMINISTRATION

a. "The Board of Directors in a city had become greatly discouraged. The president and the new secretary prayed together. They then went to call upon a citizen, who gave them a large gift and said, 'I guess the Lord is not going to let the Y.M.C.A. go to the wall'."--A general secretary.

b. "As a Christian organization we have given our colleagues a larger share in administrative matters of the association. Opinions of the staff have been sought on all major association problems. The staff faced together the necessity for reduced expenditures and voted to reduce salaries on a graded scale from 3 to 10 per cent. The attitude of the staff was definitely Christian."--A general secretary.

2. EXAMPLES FROM WORK WITH INDIVIDUALS

a. "Nothing can match the work with individuals in terms of spiritual productivity. This represents our surplus obligation in this period of extreme personal distress. The gospel of comfort and cheer is the most essential word for the present need. The measure of our real success as Association secretaries is the number of persons who come to us for help in these days of need."

--A boys' work secretary.

b. "A young Jew came to the building to talk with some one about a religious matter. He had married a Lutheran girl. When the children grew up, the families of both parents wanted the children trained in their faiths. The young husband wanted to know if he should move away to avoid the parents, if he should separate from his wife, or what. The advice I gave him was to hold his family unity above any denominational divisions."--A general secretary.

c. "The elder of a church asked me if the Y.M.C.A. taught social dancing and tap dancing. I replied that young people were interested in these activities and that the Y. was giving them excellent leadership. The answer from the elder was that these activities are the work of the devil. Sugar-coating them by the name of the Y.M.C.A. does not help. Young men need the redemptive power of Jesus Christ. You are doing nothing fundamental in changing the lives of young men. Formerly the Y. had large Sunday meetings and Bible classes. Your institution has lost the spirit."

The secretary adds:

"The elder with whom this conversation was held is a conservative. He is the president of a manufacturing concern which is known to underpay and overwork its employees. He apparently sees no relationship between his religious experiences and the conduct of his business."--A branch executive secretary.

d. "The president asked the general secretary to reclaim a young business man who had lost his self-control. Through six months of watching and counseling this young man was educated to realization that through prayer and meditation, the church and the Y.M.C.A., he could secure from Almighty God the help he needed to stand as a man again in the community."--A general secretary.

e. "A young man indicated when he was taking his physical examination that he was worried. His mother was ill and he seemed to be holding back something when he talked to me. Later, he returned and said he thought that the secretary would understand him. In the meantime his mother had died and he had tried fast living. We planned a course of action with him, and are following the plan through together. This is leading to the reconstruction of his philosophy of life. His opportunity for religious counsel through his church membership had not been sufficient."--A physical director.

f. "During a recent automobile trip with a young business man I discussed the value of living a Christian life. Although no decision was made by him, I felt the experience was truly one that could be called religious."--A religious work secretary.

g. "About ten years ago a young man came unannounced to my office. He stated that he was an orphan and was seeking above everything else a friend. After talking with him, I introduced him to a boys' work secretary, who investigated his background. He found that the boy had a mania for being adopted; that he had been taken in by several families and, because of his undependability, had been released. His mother was of an unsavory type and his father was dead. The boy was emotionally unstable and had been a truant and incorrigible in school. He became involved in an automobile theft and the social workers who knew him advised that he be given a term in a reformatory school. When he came back, a mental hygiene examination indicated that he might become insane unless he was properly handled. The examiner recommended that the Y.M.C.A. be given sole responsibility for him. He obtained employment. Through a special arrangement with the superintendent of schools, he was given an opportunity to re-enter high school. He graduated from high school and desired to enter college. He is now a junior in college, where he is working his way through school."--A general secretary.

3. EXAMPLES FROM WORK WITH GROUPS

a. "A group of boys were troublesome about the building. In addition to yelling, upsetting fire extinguishers, etc., they were breaking windows, stealing small items, and in other ways being very annoying. A study was made of these boys after a secretary had obtained their confidence. He learned their general intelligence levels, their personal attitudes, their social and economic status, etc. On the basis of this knowledge and other information, a program was laid out for the boys. Now they are assisting as leaders in boys' activities. A socially desirable nature has replaced the old attitude. Their experience level has been raised."

--An executive secretary.

b. "I must also mention the attendance and interest in the definitely spiritual programs of the older boys' conferences, and the religious earnestness of both the junior and senior Hi-Y groups. We have never before had such a work and spirit in our high schools as now."--A general secretary.

c. "During a social evening in the Y. lobby which was attended by both men and women, opportunity was given the religious work secretary to discuss how to meet different life situations. This resulted in a number of personal interviews which gave fine opportunity for presenting the claims of Christ to the individual."

--A religious work secretary.

d. "One hundred and forty unemployed young men were taken by the secretary to 39 of the city's industries. Company executives interpreted their businesses and gave vocational guidance. Out of this grew a Y. Vocational Club which became a part of the Young Men's Senate. The temporary chairman selected by the group was a young colored man. He called for a prayer at the first meeting. During the silence which followed he asked that all repeat the Lord's Prayer. The club later voted to open all meetings with the Lord's Prayer. The general secretary has been elected counselor to the group. Through these practical vocational contacts, new hopes, ambitions, purposes, and ideals are developing which are expressing themselves in service for others through their club activities. To my mind this is true religion."--A general secretary in a small city.

4. EXAMPLES FROM COMMITTEE SERVICE

a. "Twenty-five older boys meet once a month to forward the work of the Y.M.C.A. in their communities. This junior board soon had so much to do that it had to appoint commissions. One supervises Hi-Y Clubs and the organization of new clubs; others deal with vocational guidance, Youth Councils, camping, Youth Cooperation, athletics."

--A program secretary.

b. "A house party at the home of a member of the Boys' Work Committee was held on a Saturday and Sunday. Saturday afternoon was given over to golf and tennis. A two and one-half hour discussion around the fireside regarding the economic situation in the world was held in the evening. It was leisurely and permitted sharing of the deepest ideals and the finest thoughts of those present. Bridge followed until midnight. Sunday morning the discussion centered on the Boys' Work program for the year ahead. It resulted in a renewed sense of the value of the work and a new dedication of life to the work by members of the committee. The religious values of the meeting were so apparent as to make it a mountain-top of experience."

--A general secretary.

5. EXAMPLE FROM THE USE OF FORUMS

"The purpose of our forums is to unify life by bringing all motives under the guidance of religion and making that religion Christian - realizing that the Christianization of life cannot advance without understanding, right thinking being as necessary as right will. Subjects that our forum groups have discussed during the past three years are: 'The Christian Ethic and Unemployment'. This topic included 'The Economic Aftermath of War,' 'Machines and What They Do to Us', 'Over-production and Under-consumption', 'Economic Nationalism', 'The Gold Standard and Control of Credit', 'The Profit Sys-

tem', 'Social Insurance and Relief', 'Social Ownership and Social Control', 'Shall We try Christianity?'

"A second forum series centered on 'Pathways to Reality' or 'Religious Truth in the Light of Modern Science'. Topics considered were 'New Help from the Physical Sciences', 'The Contribution of Modern Psychology', 'The Scientific Outlook and Religious Assumptions', 'Through Nature to Reality', 'The Relation between Art and Religion', 'Symbolism and Sacrament', 'Prayer in a World of Science', 'Immortality and Science', 'The Contribution of Science to Religion', 'How Christ found Reality'.

"A third winter was given to 'A Man's Adventure with God'. This topic included 'The Contemporary Crisis in Thought and Action', 'Man's Adventure in Making a New Society', 'The Adventure of Jesus', 'The Christian Adventure', 'Dare we be Christian in Home and Society?' 'Dare we be Christian in Industrial Relations?' 'Dare we be Christian in International Relations?' and 'Conscious Fellowship with a Living God in His Creative Purpose'."--A general secretary.

6. EXAMPLES FROM WORK WITH CHURCHES

a. "I am chairman of the State Law Enforcement Committee of the State Federation of Churches. The duties of the committee are to enforce the laws against immorality, gambling, drinking, etc. I am a member of the Executive Committee of the State Federation of Churches. I am a member of the State Council of Religious Education. I am a member of the State Temperance Federation Committee."

--A general secretary.

b. "Previous to this year the ultra-conservative ministers and missionary leaders had held a 'retreat'. The Y.M.C.A. influenced the Council of Churches this year in sponsoring a laymen's conference at the Association Boys' Camp. Excellent leadership was secured. Liberals and conservatives met together for three days and found many points of agreement. The result was a definite growth in understanding and a greater appreciation of the unity of purpose of all. It seemed that all grew in spiritual outlook and in appreciation of common needs."--A general secretary.

7. EXAMPLES IN WHICH THE BASIC ASSUMPTIONS ARE OF SPECIAL INTEREST

a. "Recently our staff discussed our religious work. The group decided that it consists of personal interviews, church service in men's camp, the saying of grace at table in camp, a decision meeting for boys at camp, the teaching of the principles of Jesus to leaders' groups, the maintaining of a religious atmosphere through staff devotions, staff church life, and the interviewing of all persons about their church life, the exchanging of religious books with agnostics, and devotions and Bible study in boys' clubs and in induction ceremonies."--A general secretary.

b. "The chief job of the secretary in religious work is to stimulate organizations and to train others as religious work leaders. He organizes committees to promote economic forums, peace forums, and

forums that develop particularly the personal elements in religion and in Christian character building. He sits in council with leaders of young men's clubs. He contacts young men in various ways, with the spiritual emphasis uppermost."--A general secretary.

c. "The present program in religious work is the result of the realization that the old type of Sunday afternoon meetings has little meaning for the present generation. The Association must deal courageously from the Christian point of view with so-called controversial questions and open its platform to men of good will who can deal with topics of vital concern to the world today. To have won the right to deal with these vital questions by sound educational processes with our boards is a religious experience for the general secretary and his colleagues."--A general secretary in a large city.

d. "We are lately coming to feel that any activity which leads boys and men God-ward and causes them to think in terms of the values inherent in the activity is a religious process."

--A boys' work secretary.

e. "The most significant fact about our religious work and my personal contact with it at the present time is that there is nothing significant about it. Should your question have been related to significant experiences in the moral field, or in the welfare relief field, or in the life-problem or counseling area, I could make a more satisfying reply."--A general secretary.

f. "The most worthwhile religious work experience these days is that which springs from the multiplicity of conferences with the discouraged, despondent, and broken people on the one hand - and with the equally smitten but courageous and unflinching folk on the other hand."--A general secretary.

g. "I accomplish much by public addresses. Recently I spoke again on the theme 'The Greatest Need of the World Today'. It was a religious experience because I received spiritual refreshment in the course of the preparation of the address. Personal interviews and letters that I have received acknowledge benefits as a result of the message, and a number of men stated that they had been helped in a religious way."--A religious work secretary.

C. Some Observations About the Examples

What is the meaning of the foregoing array of examples for practice at professional level in the field of religious work; or, as some might term it, religious education?

Before introducing two or three more extended observations, it may be noted that:

--There is a great variety of methods, each of which has been presented by some secretary as an example of his best activity along this line.

--These leaders evidently consider that almost any kind of contract, occasion, activity, or event lends itself to the pur-

pose of religious work; for almost all possible kinds have been mentioned.

--The part the professional worker plays varies greatly also, so that it may be difficult to be certain how much of what he does relates to special skill for which there can be set up suitable training, and how much may be due to certain personal qualifications.

--These reporters were asked to share their 'best' examples, so that the display lacks the reality of instances where there was no result counted good, or perhaps where there were negative results in the client, the secretary, the association, the community, or all of them.

--The results noted or outcomes mentioned were of two sorts: those which were clear, direct, immediate, explicit; and those which were indirect, concomitant, delayed, hidden, and even inferred. Evaluation of the latter type is of course difficult.

It is possible, however, to make certain broader observations which may be of some value. Among these are the following:

I. THE INFLUENCE OF AN EDUCATIONAL METHOD

An important influence upon the quality of our religious leadership has been the rise of a philosophy of education based upon theories of "how learning takes place" and of "learning by doing" in harmony with certain clearly worked out "laws of learning". This philosophy, first stated a good many years ago, was later elaborated by educational psychologists, and eventually translated into terms of program method which rapidly won the attention of Association leaders. The North American Assembly of Workers with Boys at Estes Park in 1926, and the Employed Officers' Conference at Chicago in 1927, were the sounding boards which spread the new doctrines afar.

This "experience centered" program of activities, finding its logical advantage in "natural" groups where interests of the group members became the starting point of what was done, was definitely at variance with older fixed programs and method. For many it became an improper function of religious leadership to intrude any adult conceptions of religious values or responsibilities upon the free programs which became increasingly the vogue.

In education itself, and doubtless in religious education as well, the disciples of these views gave sometimes a too ardent loyalty to the letter of the doctrine. A reaction has perhaps begun in the field of education, and the possibility of bringing naturally to the fore in such free-program groups the more important values and implications of their experience is coming to be recognized by those in charge of these programs. Indeed, education, as many conceive it today, is as wide as life itself, and must not be confused with any particular school of educational psychology.

2. GUIDING THE RELIGIOUS EXPERIENCE OF YOUTH

It is unlikely that all of the Association program activities developed under the influence of recent educational method have had equal value from the standpoint of the religious growth of youth itself. Yet the instances assembled by the committee from one hundred associations for this report stand as an impressive survey of the task as the professional worker conceives it.

It is possible, however, that the reports are most helpful as illustrations of significant steps in the religious experience of the youth of today. Among the aspects of this reported experience are a number of stages which may be helpfully combined as a suggestion toward a study of the development of competent and effective living, viewed by highest Christian standards. These "steps" may not always be followed in order for every individual, and some young men have doubtless advanced one or more stages even before the secretary comes into the picture at all. Perhaps the "steps" can better be thought of as "phases" or "facets" of a total experience of growth. In any case, consider them as offering light upon the progress of a young man toward the Christian ideal. It will be well to reflect upon the way in which the secretary may be related to this experience at one or all points:

- a. *Contact* - however begun, representing the starting point of a relationship between the secretary and a young man under consideration. For this example let us assume this relationship of professional worker and member.
- b. *Information* - enough knowledge of his name, history, and general connections and work to start a relationship capable of supporting fundamental problems and adjustments. (Even casual relationships sometimes provide this).
- c. *Appreciation* - some beginning of the understanding of values worth living for and believing in, - a necessary accompaniment of growth.
- d. *Insight* - a point in experience wherein relationships and values near and far come to focus and afford a clear light upon duty or opportunity for courageous affiliation.
- e. *Concern* - an attitude of deepening interest and appreciation which may involve deep reflection and even repentance, and will surely suggest the need of readjustment or new identification with larger purposes or undertakings.
- f. *Commitment* - or decision, a pledge and a new concentration of reserves and attitudes upon undertakings, adjustments, and other forms of thinking and conduct, - the threshold toward the new life which may become.
- g. *Behavior* - or the verification in conduct, immediate and consistent, and strengthening with the practices and satisfactions of the years.

- h. *Loyalty* - to the ideal or value or program or person, a product of testing through conduct, and a witness of consistency.
- i. *Competence in Living* - a proven capacity and establishment under the standard or ideal embodied in the commitment, a goal which is never perfectly attained, but which grows in its practical power to unify and draw the experiences of life into a true pattern.

As professional workmen, secretaries are probably more skillful in the stages of "contact" and "information", than they are in the later ones. *No conception of the professional function would or could properly take away from the young man his own responsibility for and high privilege of building his own life to consistent loyalty and competent living as a Christian.* The professional leader must probably become so sympathetically skillful in facilitating these steps, whatever the order, that his contribution to the achievement may be something more specific and fruitful than "being a good fellow".

3. WHAT MAKES ONE METHOD BETTER THAN ANOTHER?

It is difficult for the secretary at his work to know with certainty when one method is more effective than another, and which methods of religious work best meet the test of practice. This one question makes a heavy demand upon his professional capacity.

The acceptable and the effective do not always go together. Tradition, vogue, authority, backing, heavy promotion, dramatic advocacy, are among the means by which particular methods reach and hold sway over the programs and workmanship of earnest men. What appeal is there, when particular methods are challenged? What shall the professional worker do?

Our first observation referred to methods in which interest plays a large part, leading to expressions or "learnings" by which character is inferred to result from activities practiced with satisfaction. The initiative of the member is the first and principal thing in this type of work.

Our second observation set in order certain phases or steps of growth gathered by workers who emphasize the need of guiding youth's immaturity from beginning appreciations to commitment and competent living. These feel that, left to himself, the member may drift and fail, and that some conscious aid can be given and received which will make progress to good character more likely. Skillful, unostentatious guidance of experience-steps is the principal thing in such procedure.

We come to a third type of activity, known of old, yet new with emphasis and timely content which, if one may judge from the cases reported earlier, would be counted the logical form of religious work activity for many secretaries. Sponsored vigorously by the National Council's Commission on Message and Purpose, such activities as the following have the sanction of great tradition, and the testimony of

many earnest leaders to support them. There are suggested in recent announcements:

- a. *Circles within local associations*, "composed exclusively of individuals who accept for themselves a rule of life in discipleship with Christ," who meet weekly "at a stated time for fellowship discussion, prayer, reporting experiences in personal living, and in helping others to find and follow Christ"; and which "bring some social need or task within its horizon and service."
- b. *Consecrated, disciplined individuals* engaged in "a sustained effort to win, rally, and support individual boys and men who in the quality of their lives may be worthy of being creative members of the circles mentioned above"; and, by inference, who "bind themselves to certain self-assumed rules of life including especially
 - (1) A daily time for self-discovery and self-renewal through meditation and prayer and Bible study.
 - (2) Readiness to try to talk with others about Christ and to witness for him.
 - (3) Personal participation in some work or movement toward the solution of the problem of the social crisis."
- c. *Inter-association cooperation*, emphasizing special "retreats" and conferences, state-wide religious work plans, inter-association visits, and deputations.

These proposals do not necessarily conflict as to activities cited under the two groups above. Nevertheless, there appears to be a difference in point of view which must command further attention and reconciliation.

Yet even this difference need not be regarded as a matter of great importance unless vital differences in the actual lives of young men and boys result from one method more than another. It is perhaps fair to assert that, on the whole, those who trust to free activity programs practice the other two types of work fairly little; and that, conversely, those who emphasize each of the others tend to make them exclusive. Ultimately, if the values of life for American youth are really involved in the issue, conscientious workers will have to determine by results the actual effectiveness of this method or that. Guess-work will not do in the long run, nor proud assertion. Only the facts will determine. True professionals will not take much of their time in debate on such a point. If they are really competent, they will set about making tests (on which all agree beforehand) and let the truth lead where it will.

4. A COMMON ELEMENT: EMBODIMENT

An obvious but tremendously significant fact about all the foregoing approaches to religious work is their reliance upon "embodiment". No religious educator, no sympathetic guide to the emergent

experience of youth, no faithful witness to a vital message, has more of weight or validity than he has learned to embody and willed to share.

May it then be that, while a more decisive evaluation of the many diverse methods of religious work is being worked out, the way of embodiment will prove the best criterion of workmanship in this all-important area of religious idealism? The thesis may be stated thus: if the secretary cannot first prove in himself that the counsel he would give, the experience he would foster, the commitment he would urge, are valid - then he is disqualified professionally. This is an old doctrine, but never more vigorous or exacting than today.

Throughout the examples reported was evidence of honesty of heart, at least, whatever might be said in certain cases regarding underlying assumptions, or practical measures. This competence at the point of attitude is surely an indispensable first qualification. But is it all? In medicine, and probably in all of the other professions, the answer is a plain "No"!

Embodiment is more than attitude. Read in the study on Guidance of Individuals (page 37) of the "occupational diseases" of the secretaryship. Examine the ethical practices on which it was deemed desirable to recommend formulation. Look at any one of the reported cases, and ask who is competent to work miracles in the transformation and motivation of life according to the Christian ideal. The power of God may do its work without the intervention of a secretary, but its manifestation might be more common and more nearly commensurate with the world's need if those who serve him were more skillful in playing their part.

Embodiment includes example and skill. It should be the first ethic of the Christian professional to know, test, and make his own, all of the best experience of his colleagues near and far. If he has this embodiment, the worker with youth will be a more telling example to youth, and no doubt a more versatile man at his work. He will draw upon practice that has proved itself, and within limits become the master of his task. Old and young will have confidence in him, as with the family physician, because of what he stands for and what he can do for them.

Embodiment implies growth. There will be much that is new to embody, year by year, even day by day. All new truth, with that proved to be truth over longer time, will be welcome. Then methods will weigh only what they ought to weigh. The "fellowship" will be of those who strive, and who keep faith with each other and with the highest they know.

May it be that in terms of this principle lies the secret of religious power?

D. Can the Secretary's Religion Stand the Test?

It would surely be futile to deny that there is a test. One may not be too easily assured that it can be met successfully, - that all

is or will be well, and that no concern need be felt. It may be that the real test is yet to come, - and that the first step in meeting it successfully may be more fully to understand its severity.

In part, the nature of the coming test of the profession's religious character may be seen through the review of practice to this point, as well as through the many areas of challenge which have preceded this chapter. It is after all in personal terms that the matter becomes most concrete. Sudden and tragic indeed is the experience of those who, supposing their faith strong and adequate, find instead that it was merely conventional, and really untested. Under the first great adversity they found themselves unable to give to others the spiritual guidance which was needed, or showed bewilderment before problems of broader scope where serenity based upon a mature faith would alone suffice.

It is significant that the very recent years, and even months, have been filled with *unmistakable indicators of the coming test of faith*. Not in the vast social upheaval alone, nor in the inconvenient administrative and personal problems which have followed in its wake, but from quite other quarters may the developing crisis be seen. It is perhaps a crisis of the mind and spirit, rather than of a material order.

The Need for a New Examination

The professional worker in religion will be required to do hard thinking and valiant living if he is to help the great concepts of religion to prove their validity, and to be real and powerful in modern conduct. Students of character education know far too much about the ineffectiveness of much of what is acceptable to the conventional Christianity of the day. In the face of this problem the surveyors of *Middletown* found a general complacency as to religious beliefs. They wrote that "questioning dominant Christian beliefs in public appears to have declined since the '90's, but one infers that doubts and uneasiness among individuals may be greater than a generation ago."

The scientific temper of the day has brought forward much new truth to be assimilated. Not all that has been brought is truth, but the contribution of all honest scientific effort has a profound bearing upon the problem of those who are religious specialists. It is possible, as has been widely demonstrated, to dispose too easily of problems which challenge the very heart of the assumptions of conventional religion.

There are at least three groups of recent writings which illustrate the concern of all thinking people for a new adequacy of faith. As examples of a needed restatement of the central elements of Christian belief in the light of modern thought, Rufus Jones' *Preface to Faith in the New Age*, F. R. Barry's *Christianity and the New World*, and Walter M. Horton's *Theism and the Modern Mood*, suggest themselves. As evidence of a major problem of reconciliation between the new science of psychological study and the basis for religious

faith, we have such books as Harrison S. Elliott's *The Bearing of Psychology on Religion* and Horton's *Psychological Approach to Theology*. For an outstanding example of the third group which is attempting a clarification of the modern concept of God, we have the recent series of "Conversations about God", conducted with religious statesmanship by the editor of *The Christian Century*, and enlisting for eight months such philosophers as Otto, MacIntosh, Wieman, and Dewey.

The editorial closing the series of "Conversations about God" states clearly why they seemed to be needed:

Can a Modern Mind Believe in God?

"Can one whose mind is moulded by the educational processes of the twentieth century believe in God? That is the question with which the Conversation wrestled. The question challenges our college youth. Their teachers are divided. Many there are who cling reverently to the theistic interpretation of life, but others have quite distinctly abandoned any emphasis upon the objective reality of God, and among them some are in aggressive and cynical revolt against the traditional faith. Physicists, chemists, biologists, psychologists and sociologists walk our college campuses who frankly declare, with Laplace, that they 'have no need of that hypothesis.' And by that they mean more than a rejection of the idea of God in the pursuit of their special investigations of nature. They mean to say that the concept of God is irrelevant to any rational program of life.

"The labor movement has its left wing of atheism. A considerable mass of periodical literature is on our newsstands in which the idea of a divine being is treated with superior disregard and not infrequently with ridicule. One whole nation, with a population larger than that of the United States, is now dominated by the most bitter atheistic philosophy, and is indoctrinating an entire new generation with not only an intellectual but an emotional repugnance for the idea of God. In America there has recently emerged a movement, in the very zone of religion itself, which asks us to keep religion but cast God away!

"Our generation is in confusion. Many who cling to their faith do so with a kind of stubbornness that suggests desperation. We are living, conceptually, in a cosmic stream, not in an enclosed system. It is an open universe - open at both ends. Our interest in beginnings and endings has waned. The concept of a Creator-God who stands outside and above the world and calls into being is difficult to envisage, and for many has been altogether discredited.

"For us who feel the impact of modern doubt and who desire light and guidance, what better device could be provided than a Conversation of wise men to which we may be permitted to listen? That was the idea which prompted the Conversation about God which has just come to an end in these pages." - Charles C. Morrison, in *The Christian Century*, September 7, 1932.

At such a time the prophetic spirits in the field of education cannot remain complacent. Breaking through a tradition of disinterestedness, and a concentration upon the individual school child not unlike the pure individualistic emphasis of religion for many years, voices from all educational viewpoints have been raised on behalf of a philosophy of education that deals realistically with current social trends. Consider the challenge of George Counts in *Dare the Schools Build a New Social Order?* the vigorous analysis of W. H. Kilpatrick in *Education and the Social Crisis*, the proposals of "experimentalism" in education as just set forth in *The Educational Frontier*, and the broad perspective of Harold Rugg's appeal in *Culture and Education in America* and *The Great Technology*,— both statements of a comprehensive plan for the moral and spiritual progress of American society toward something which Christians would undoubtedly identify with the Kingdom of God. Hundreds of members of the Association profession are also familiar with the last Yearbook of the Department of Superintendence of the National Educational Association, *Education for Leadership*, in which the men who operate the schools of American communities state their faith and their program for active social progress.

Among the religious educators one may see these two streams meet, creating new problems to be understood, new challenges to be overcome by those who greatly want the Kingdom of Heaven to be brought in. Coe's *Education for Citizenship* gathers up in school terms his studies of the years; Niebuhr in *Moral Man and Immoral Society* sounds his summons for penitence, and for advance upon the forces that keep this society essentially pagan.

In terms international, inter-confessional, inter-cultural, no previous two-year period has seen such a fundamental challenge to the moral conscience of the Christian Church. The new Social Ideals of the Churches make this year epochal. The International Y.M.C.A.-Y.W.C.A. Survey alone, fully understood, would revitalize the Association Movement as a world-wide force. The Laymen's Mission Inquiry report, whatever agreement upon its four great chapters restating the modern Christian faith may yet be found, sets a pattern of faith and mutual collaboration that will no doubt prove a turning point in missionary theory. The outcry against the resurgence of persecution of the Jew, and the recent Y.M.C.A. broadcast from the City of David, are but dramatic phases of a new world order infinitely more important than the economic disorder which dominates every form of human intercourse.

Can it be maintained that a group of workers like Association secretaries will fail to see in these major tendencies a call to master their meaning for their own religious understanding, — for their own professional responsibility? *From the very magnitude of such problems many will doubtless turn away, — to the small concerns of the budget, the Board meeting, the finance campaign, as an escape.* But there will be no escape. This the coming test of faith.

E. The Dynamic Quality of Movement Aims

The Young Men's Christian Association is identified with a great tradition. It partakes in some humble measure of the stream of the Abundant Life which broke forth in the plain about Nazareth. It has never chosen to conceive itself as embracing the full comprehensive function of the Christian Church, but as a vital adaptation of its central conception exemplified in the person of Jesus.

It is significant of the corporate intention of the Association that after nineteen centuries of Christian history, and eighty years of its own corporate life, it should voice so simply and so clearly the central object of all of its diverse effort. This statement of purpose adopted by the International Convention of Cleveland in 1931 may prove to be a pivotal point in the long search for vital objectives which has characterized the Association Movement for many decades. The early International Conventions found in their discussions of "the basis issue" a factor both of unity and division. The Cleveland action is a summation of the essential spiritual purpose of the Movement without the confusion of the long interim of controversy over the church relationships. It is a definition of the fact of today and the program for tomorrow:

"The Young Men's Christian Association we regard as being, in its essential genius, a world-wide fellowship of men and boys united by a common loyalty to Jesus Christ for the purpose of building Christian personality and a Christian society".

It is probable that this fundamental conception will survive through countless restatements and adaptations and guide the Movement's thinking for a long time to come.

But does the existence of such dynamic aims necessarily ensure their active reference in the daily affairs of the professional worker or of the Movement itself?

It is hardly characteristic of professions generally that they exist within institutions, or that they are expected to reflect institutional aims and conditions. For the most part they are societies of free workers, associated as a guild, and concerned only with standards of practice. Ordinarily they are not managers; and rarely do they deal with the larger policies of vast organizations. It is probable that the Association Profession reflects to an unusual degree the characteristics of the religious institution which pays its compensation and with which its occupational security is so closely involved. There may be many real advantages in such relationship, although it will probably become increasingly necessary for the Profession to know at what point the professional and institutional interest may diverge. Some sections of this volume would appear to suggest certain defining considerations.

The concern here is sharply at the point of the bearing of the *aims of the Movement* upon the *practice of the Profession*. If one looks beyond the formal statements of purpose, such as that adopted in Cleveland, one cannot but be impressed with the casual or even

uncertain way in which the dynamic aims of the Movement become actual points of reference in what is done by or on behalf of the Movement. For example, it is possible to list a number of major policy-making groups carrying great responsibility but on the whole working quite independently. They are:

1. *The Committee on General Agencies* dealing with *Structure*, with the interests of *Efficiency* and *Economy* seemingly uppermost.
2. *The Committee on Membership Policy* dealing with *Membership*, with the interests of *Unity* and *Corporate Strength* among members and member-associations uppermost.
3. *The Committee on Long-Time Policies* dealing with *Planning*, with primary emphasis upon *Foresight* and *Strategy*.
4. *The Program Services Committee of the National Council* dealing with *Program* and stressing *Participation* and the *Self-Development* of members and associations through group activity.
5. *The Commission on Message and Purpose* dealing with *Spiritual Emphasis* and stressing *Fidelity* and *Vitality*.

This is by no means an inclusive list. These illustrate an important problem, however, closely related to the possibility that professional practice gives expression to the dynamic quality of the Movement's aims. These groups represent far more than committees at work on assignments. They represent actual phases of the life of the Movement itself. Behind each of them is a pressure, an interest, and a potential or actual expression of the spiritual energies of Association members.

Here are the major items of *Structure*, *Membership*, *Policy-Planning*, *Program*, and *Spiritual Purpose*. What more can there possibly be? There can be, and probably must be, some adequate polarizing of these efforts. This means much more than some central control, for that is implicit in the source of appointment; more, also, than some event or meeting, where certain persons may confer. Back of these aspects is a revelation of the mind of the Movement, a scatteredness, a failure to focus, a neglect to place its full power behind the things counted necessary to be done.

Many feel that the great problem of the Movement is to clarify its aims. So long as such aims are not clear to all who must collaborate, the professional group who seek to give dynamic leadership to their accomplishment must work in confusion and uncertainty.

The aims above are worthy and significant. Consider what they signify as professional attributes: efficiency and economy; unity and corporate strength; foresight and strategy; participation and self-development; fidelity and vitality! What more can there be?

There can be, there must be, a vision. The Association Profession awaits the emergence of a vision, an all-embracing social conception true to the multitudinous efforts and programs which characterize its parts, a commanding goal in terms of which those who enter the service, who labor with devotion through the years within it,

may understand their work, refine their workmanship, test their purpose, devotedly give their lives.

Elements of this vision are perhaps familiar. The richness of earlier visions remains undiminished for many. Lesser and partial visions draw according to their power. Yet, paraphrasing Moody, the world has yet to see what God can do through the forces of nature and the hearts of men through other "perfectly obedient personalities".

"Every now and again there came from somewhere, out of the great universe of the ocean, a purifying, uniting force. Then that rough water, those disjointed and willful waves, would be swept slowly and irresistibly together, pulling, it seemed, with all their strength against that outer force from the ocean but coming, nevertheless, joining whether they would or not, until at last all their disunity was gathered together by a wave greater than any of them, yet made up of them all. Slow, steady, irresistible, powerful, this great wave gathered until those strange tangled waters were as by a miracle smoothed and lifted into the simplicity of the one great triumphant wave, gathering to crisis and crashing to resolution.

"Over and over again I watched this king wave come in from the ocean and do its work, tireless as the tides, unfailing as the dawn and sunset. Once after ten years away I went back and there it yet was, still gathering into the pure simplicity of its great curve the thousand little restless currents. To watch it once more was once more to rest the soul. That wave came at last to be a symbol of some deep, eternal, simplifying force in my own life, some force shaped out from the universe, tranquilizing, energizing by its purity - for me, the Christ."*

*Acknowledgments are hereby given to The Cosmopolitan Magazine for permission to quote the above from a copyrighted article by Mrs. Pearl S. Buck in the May, 1933 number of that magazine entitled "Easter 1933".

Chapter VII

The Courageous Adoption of Measures Necessary to Professional Advance

Progress comes through concerted planning, followed by steady and concerted action. In the pages which follow are presented certain proposals which, in the opinion of the Program Committee, should help materially in attaining the degree of professional advance which the challenges of the foregoing chapters call for.

Although the Conference on the Association Profession has studied the problem comprehensively, the measures proposed herewith are not all-inclusive. Members of the profession may see fit to suggest many others. Time will surely make additional steps imperative. If, in the area of thought, the only thing to fear is finality, then in the area of professional growth the only thing to fear is a fixed and final procedure. Growth does not lie that way, but in the adjustment of professional practice and even of professional ideal to the changing demands and the new light which the forward look sheds upon our path.

The kinds of action which are set out at the beginning of each section permit consideration of many alternatives. Upon these many possibilities, and further proposals which may be suggested, the fullest and most illumined study is coveted. For some of them it may well be that the formulation of a point of view may be more significant than any specific formula for advance which may be brought forward.

Measure A: Controlled Admission of Candidates

PROPOSALS

1. That this Conference believes the plan for selective recruiting as outlined below to be essential in providing a qualified professional leadership in the years ahead. The Conference will sponsor the establishment of such a plan as soon as financial conditions make this possible.
2. That this Conference supports the recommendations of the Conference on the Association Profession, as set forth on page 115, and urges general secretaries to recommend their adoption as standard practice for recruiting by their associations.

I. AN ESSENTIAL STEP IN PROFESSIONAL DEVELOPMENT

Almost without exception, it has been the experience of professions that some form of control upon the admission of candidates is necessary. The Association profession has likewise found this to be true. The Certification Plan represents one significant effort to recognize certain minimum standards on the part of newly-entering secretaries. Actions of the National Council in 1929 and 1930 further represent this necessity.

President W. E. Wickenden, of the Case School of Applied Sciences, says:

"Entrance into a profession hinges upon recognition of the individual by his colleagues. He must pass their critical scrutiny under the code of qualifications. He must accept a code of honor in his professional relationships, and maintain a code of conduct in his professional services."

What type of recognition, critical scrutiny, qualifications, code of honor and conduct are now required of the candidate for Association secretaryship?

The Association secretaryship has but to a slight degree defined its ideals in these matters, and its practice is still largely without unity or standard. It is still possible for any association anywhere to receive into the secretaryship almost any male high-school graduate. Judgment operates to observe an age level of about twenty years and to expect Christian character as minimum qualifications. The official standards set by National Council action are as follows:

- a. Only those secretaries *eighteen years of age and older*.
- b. Only those secretaries *receiving regular financial remuneration* for Association work.
- c. *Only full-time secretaries*, excluding all serving less than forty hours a week. (Certain exceptions have been granted as an emergency procedure.)
- d. Only those new entrants who have had *full high school training* or its equivalent. (Where exceptions are offered a full

statement of all conditions involved should accompany each case.)

- e. Only persons locally designated as secretaries. (Under present general practice this excludes all women employees, building superintendents, engineers, restaurant managers, janitors, night watchmen, certain instructors in educational departments, stenographers, clerks, office boys, temporary employees, etc.)
- f. Only those who are members of Protestant Evangelical churches, as defined by the International Convention, or who in lieu of such membership have signed the authorized personal statement of faith and purpose.

In addition, the Board of Certification, with the support of National Council action both in Canada and the United States, now requires good health, good character, college training, and church relationship, as well as successful work during a probationary period of two years. This means that the Certification standard may not be applied in full at the beginning but only after demonstration of ability.

2. WHO ARE BEING RECRUITED?

There were recruited as secretaries in recent years about 500 men up to and including 1929. Since then the numbers were as follows (the year in each instance dates from June 1): 1930-410; 1931-260; 1932-118. With reduction in numbers has come an increase of educational level, notably in the last year, when 58.4 per cent of the 118 new entrants had had at least complete college training, - a gain of 10 per cent over the previous year and 17 per cent over the previous two years.

These new entrants are, with a few exceptions provided for by appropriate legislation, evangelical churchmen. They are often accepted without much investigation, although often they are locally well known and have been members of the employing association. They are, on the average, a little more than twenty-four years old and are for the most part received into assistant positions in various departments.

An important study of recruiting has just been made by a special committee. It was largely composed of able young persons, most of whom had had significant contact with the Association and who had retained their deep interest in it and its future while emerging in positions of leadership in education and elsewhere.

3. WHAT THE SPECIAL COMMITTEE REPORTS

This Committee points out that more than 50 per cent of these new secretaries leave Association service during the first two years, a proportion which is increased by more than 15 per cent if account is taken of the younger men who withdraw for college training. It is clear, therefore, that at present the admission of candidates to the secretaryship is largely without any effective control and that a large number of young men are admitted who under more discriminating procedure would not be employed as secretaries. Frequently a finer

service to such men may be to make available sound guidance into lines of work more suited to their requirements or abilities.

a. Principal Conclusions and Recommendations

Recruiting for Y.M.C.A. service is a non-centralized function, and is typically carried on by local agencies. Central agencies like State Personnel Committees and the Personnel Divisions of the National Councils are available as agencies to assist and stimulate the local associations if and when called on. Dominantly, however, the local association is the "court of final appeal" in matters of recruiting.

This situation sets certain limits to recruiting-planning, and presents the typical difficulties of democratic methods of control. Leadership must express itself through a slow educational process, eventuating in "collective agreements" which become binding only on those who agree to them, and only so long as they wish.

A surprisingly large number of constructive forward steps have been achieved through this democratic procedure, and great credit is due the national societies and councils for the leadership which they have given to this important aspect of the Movement's life. It has been able through staff conferences, conventions, and consultations, not only to stimulate thought, but to produce a desire for advance which has resulted in real progress.

On the other hand, the fact must be faced candidly that the Movement as a whole has not taken advantage of its resources. A series of ably planned and executed studies of vital problems in the field of personnel have been produced but not used. The implications of these findings have not been carried out, nor the changes made which they indicate as desirable. One of the greatest problems confronting the Movement is to provide the means by which the results of studies like these may more effectively be brought to bear on the actual procedures and philosophies of local secretaries doing recruiting for their associations. How to tap the resources represented by the volume of studies carried on in various parts of the country is a major problem. *The Y.M.C.A. knows how to do a far more effective job of recruiting than it actually does.*

Although thoroughly in sympathy with the democratic processes which underlie Y.M.C.A. procedure regarding nearly all matters of personnel, this Committee proposes a somewhat more direct and aggressive attack on the business of recruiting than has prevailed, at least in recent years. It recognizes the diversity which exists in the associations, but it proposes that, under the leadership of the Personnel Divisions, a small number of carefully selected associations be "recruited" who shall agree to act as experimental training centers, and to accept for training, under methods to be carefully worked out, a small number of men annually who shall be recruited directly by the Personnel Divisions, in cooperation with the appropriate agencies over the country. The Personnel Divisions would utilize in recruiting the best light that they now have as to the persons

most likely to succeed in the kind of Y.M.C.A. that they envisage as most desirable and possible during the next half-century.

Such a plan would perhaps have more educational value to associations not definitely cooperating in the plan than any other single thing that could be said or written. It would provide a demonstration of how best to recruit and train that would transcend words.

The plan would also enable the Y.M.C.A. to utilize the best thought and experience which is currently available regarding the kind of secretary needed, the ways of finding and selecting him, and the arrangements within the Association best calculated to prepare the recruit for a successful and happy experience in the secretaryship. Even more importantly, it would focus the best thinking that has been done on the place and function of the Y.M.C.A. in a changing society on the crucial point - personnel. Without men of high motive, outlook, and ability, adequately trained, no institution can be expected to move into its place of largest usefulness.

The cooperating associations would have to have thorough confidence in the plan and in the persons responsible for its operation, for they would need to agree to such modifications of current training methods as the plan necessitated. In view of the success which has attended cooperative efforts on personnel problems in the past, the Committee feels great confidence in the willingness of a number of associations to take this further step.

Such a plan would not attempt to lift the whole problem of recruiting in all the Y.M.C.As. at once. It would proceed experimentally and with great care with a few carefully selected associations which would agree to act together. As result, there would annually come into the Y.M.C.A. a group of, say, twenty-five or thirty men, who, according to the best experience and thinking available, would be more likely to give the kind of leadership that is considered desirable if the Association is to fulfill its largest promise in the next half-century. It would not be expected that such men, after the training period was completed, would necessarily remain with the Association in which they were trained. They would be relocated in various parts of the country as positions became available.

It may not be amiss to indicate briefly what such a plan would mean for the individual. In the first place, he would be accepted and recruited only after thorough investigation, leading to the conviction by the investigators that he had the qualities that at least gave promise of success. Secondly, his status as a recruit would be definitely understood. He would be a student-in-training. He would not be a "glorified bell-hop", as some have apparently felt; or mere man power to be used in any way that the exigencies of Association management dictated. He would have certain rights as a student-in-training which the association would be obligated to respect, and certain obligations by which his fitness was being appraised, both by the local association and by the national body that recruited him. Again, the recruit would also have some assurance that the training was important. Too frequently there has been the feeling that the

classes and conferences were an addendum of minor significance as compared with the tasks to which he was assigned in the association; the reason being that little importance was attached to the training groups by the staff as a whole.

The problem of recruiting in the Y.M.C.A. is primarily a problem of finding a method by which the light and leadership now existing in the Movement itself may be released for action. The present methods enable that leadership to function helpfully through a certain amount of direct research and a larger amount indirectly through stimulation and consultation; through education by means of conferences and staff gatherings, by which the results of research are made available; and through a general consultation and fact-gathering service which is available to all who wish to take advantage of it. There is now proposed an additional method, for which there is excellent precedent in the Y.M.C.A., which, we believe, would release the skill and understanding of the duly constituted agency for personnel matters for a larger leadership and service to the entire Association.

Whatever be the merits of the particular plan proposed, its significance is primarily in its intent: to bridge the gap between what is known and scientifically discovered and what is practiced by the Association generally. If the Association can find a way through the democratic processes of its organization to utilize the skill and enlightenment which it now has regarding the kind of persons to be recruited for the secretaryship, it will take a long step forward in raising the work to the status of a profession.

In the pages which follow, the Committee presents certain materials with which it has been working in the course of its study. Attention is called also to material in the subsequent document on Induction which throws light upon the problems of initial selection and recruiting.

b. Present Recruiting Methods

The local general secretary, with the approval of the Board of Directors, employs the new man. The applicant may or may not have had any previous contact with the general agencies of the Association. Various methods are employed in recruiting. The following practices are in use at present:

Association Colleges. The general secretary may have direct contact through the Y.M.C.A. colleges with the members of the graduating classes and also the recent graduates.

Candidates make direct application. Along comes a man who thinks he would like to work for the Y.M.C.A. He looks up the general secretary and applies for a job.

Local boy makes good. It often happens that a boy who has been on the leaders' corps, a helper at camp, a part-time employee during high school or college, or has in some way distinguished himself in the association, is selected to become a regular staff member. It

may be also that he has been employed in a minor position, such as bookkeeper, and is advanced to the rank of secretary.

General secretary seeks a man through his acquaintances. Having a position open, he lets it be known to other general secretaries, to executives in related fields, or to colleges and graduate schools with which he has some contact. The candidates present applications, and he selects from among them.

State Committees. The Ohio State Committee is one that has had a well organized recruiting plan. Certain secretaries were selected to visit the colleges in search of candidates. This was followed by a state conference for all men just entering the work. The emphasis upon recruiting is by no means uniform among the state committees. Some give very little attention to it.

Personnel Divisions. The Personnel Divisions of the National Councils act as advisor to the local secretary in selecting new men. Although the relation is a voluntary one on both sides, there is an indirect control by the Divisions because of the requirements for listing of names in the official roster of employed officers and the qualifications for certification. These tend to set up minimum standards for the associations that wish their secretaries to be so recognized.

c. Sources of the Future Personnel

Colleges. Many of the new secretaries are entering the work directly after college. This number is increasing and will continue to do so because of the fairly recent legislation requiring college graduation as a condition of certification.

Association Colleges. The three Association colleges contribute a group who have had special training. The number is small, only about 10 per cent of the new recruits in the year 1928-1929.

Graduate schools. In the seminaries and graduate schools of education particularly, there are men who have secured good training and have not established connections with any organization. The secretaryship has an appeal to some of these.

Other professions. Experienced men in other professions have been brought in to fill positions that for the most part require specialized services. The need for this kind of recruiting may continue, but with improved selection and training within the secretaryship this should become less necessary.

Local association. The employing of a deserving member of the local association and giving him the professional rank of secretary will probably continue. It is recommended that the same entrance requirements be applied to him as to a candidate coming from one of the other sources.

d. Organization For Recruiting

The method of recruiting should be well planned and carefully

controlled. It is not enough to depend upon the general secretary's local acquaintances and his professional contacts in the selection of personnel. The association should be *aggressive to locate* men with unusual promise in this particular profession. The fact that so many persons are available for the few positions in a time like the present does not reduce the need for care in selection. It makes possible the choosing of even better men.

There is perhaps a need for a sharpening of the responsibility for recruiting, whether that is to be with the local, state, regional, or national organizations. Wherever the responsibility is placed, it should be with a view to the total demands, so that all of the associations may profit by good recruiting practices.

There should be minimum requirements for employing of new secretaries which would be uniformly applicable. A number of associations have agreed not to employ any one as a secretary who does not have the initial requirements for certification. It is to be hoped that this sort of thing may be expanded to include all associations.

e. Recommended Recruiting Procedure

It is obvious that any plan of recruiting should be directed to enlist college graduates, since that amount of education is required for certification. The best time to approach the college men is while they are still in school, probably during their last two years. Some will have reserved decision about a particular profession and will have pursued further study in the seminaries and graduate schools. Candidates should be sought in these schools as well. Individuals from this group would have acquired more training and perhaps make more valuable secretaries.

There should be a plan of visitation to the colleges, seminaries, and graduate schools to locate candidates. This has been successfully done. It is possible to secure the cooperation of the administration, the personnel department, and the student associations in getting to meet the type of student the recruiting officer wants to find.

The campus contact with the candidate would be by interview. The interviewer would have to be skillful in finding out the young man's home, background, social and economic status, religious convictions, scholastic achievements, and his work record if he has one. The interview should extend to include the candidate's acceptability to positions of group leadership, his willingness to evaluate basic assumptions, his adaptability to differing surroundings, and his awareness of the need for Association work. The interviewer would have to be just as skillful in presenting to the man a true picture of the secretaryship as a profession with its possibilities and its limitations. Idealism and reasonable loyalty to this kind of work would need to be a part of the picture, without overselling the job, which is easy to do. There very likely would be a series of interviews.

While at the college the recruiting officer would begin a qualifying record of the candidate. It would include an account of the

interviews, the man's scholastic record, a note of his extra-curricular activities, and personal appraisals given by his references. Continuing contact could be maintained by correspondence. The tests that were found to be valuable in selection would later be added to this record.

Following the interviews with the men at the colleges, the next major contact would be at a life-work or vocational conference. At this time it would be desired to bring together upper classmen who were contemplating work in related fields of service. These would include the ministry, settlement work, social work, adult education, and club work such as the Boy Scouts. Cooperation would be sought of the theological seminaries, the social work schools, and the other agencies in the planning and conducting of the conference. It would be held in a modern church or Y.M.C.A. in a fair-sized city. First would be a presentation of the modern complex city and all its needs. Then the united effort of the character-building agencies to meet the city's needs would be explained. Following this, the work of each organization would be presented to those interested in that particular field. There should be opportunity for observation of the work in progress. For the men contemplating the secretaryship the conference would provide a first-hand sampling of Association work in its real setting. It would also acquaint the candidate with a larger grasp of the work and show him the place of the Y.M.C.A. in a related group of character-building agencies. It would be a testing time for his own interest and ability in the work.

A part of such a conference would be discussion groups and free periods for recreation. These would provide a good opportunity to observe the candidate's personal adjustments in new surroundings. Strong points in one's favor as well as shortcomings should become a part of his record. Tests needed in vocational selection could quite logically be administered at the conference.

Let us suppose this suggested method is used and that the candidate has graduated, has decided to enter the secretaryship, and has been selected for placement.

What has preceded his decision to accept the Association and the Association's decision to accept him?

- (1) The man has been known to the recruiting officer for one or two years. He has been observed in his element in college and in the new surroundings of the conference.
- (2) On two occasions he has been sized up with respect to his potentialities as a secretary.
- (3) A fairly complete record, including tests, is available at the time he is selected to enter the work.
- (4) He has arrived at a reasoned conclusion about entering the secretaryship. He has had opportunity to learn a good bit about the profession in advance.
- (5) He has met the initial requirements for certification.

4. PROPOSALS OF THE CONFERENCE ON THE ASSOCIATION PROFESSION

In the opinion of the Conference on the Association Profession the emphasis should now be shifted from recruiting plans as such to the control of admission. The Conference did not contemplate the removal from the local association of the responsibility and privilege of local choice of staff. It did contemplate the possibility that some procedure might be followed by which the Association profession, as a "guild", would be able to cooperate by the setting of more significant standards, and by some kind of nationally available appraisal service.

Specifically, the Conference did not believe under present conditions that it would be possible to finance a plan of recruiting in line with the committee report previously presented herewith, desirable as this might be under normal conditions.

The Conference would favor discussion in the national Employed Officers' Conference and any other groups, looking toward the voluntary cooperation of associations in plans for more careful selection. In their thought the following are features:

- a. The continuance of the present procedure of registration of new secretaries with the Personnel Divisions, including the setting up in their records of an individual professional record of each new entrant, the listing of his name in the official roster, and the opening of formal relationships between the new entrant and the Personnel Division services.
- b. If and as desired by the local employing association, an appraisal service based upon the use of devices and forms to be supplied by the Personnel Divisions as supplement to the investigation and judgment of the employing executive, pending which appraisal the employment might be considered temporary and subject to confirmation. It is believed that this procedure would not extend over more than a month, that it would not be more expensive than the present certification procedure now well established, and that in effect it would mean the acceleration of certification to make it effective at the time of actual entrance into service.
- c. The relationship of this initial appraisal to the existing procedure of the Board of Certification would require full discussion by all concerned. Increasingly the Board of Certification seeks appraisal based upon two years of successful local experience. This corresponds to the "induction" period, which has been made the subject of another study, and concerning which important proposals are being brought forward. The recommendations there made correspond to the principal purpose of this section and form a necessary part of the plan by which a more competent selection of candidates for secretarial careers may be made.

Measure B: Systematic Induction of New Secretaries

PROPOSALS

1. That this Conference requests the publication of the study of the Induction Period, and that this be in a form for use both by new secretaries and by those responsible for the supervision of their experience.
2. That this Conference requests the Conference on the Association Profession, with the cooperation of the Personnel Committees of the National Councils, to develop standards and accredit good practice for induction into the profession. It requests that these be made available in published form. The General Agencies should, it believes, take active steps to aid the associations in making these standards and best practice characteristic of their guidance of the induction of new secretaries.

The preceding section has made clear the principal facts concerning the number of new entrants coming into the Association secretaryship in recent years. The present section deals in some detail with the early induction experience of those who enter, and points to some very specific conclusions on the need for a more comprehensive and educational use of the induction period.

The fact of employment for a particular position establishes the new secretary's relationship as an employee; registration with the Personnel Divisions through the existing procedures establishes in a formal way the relationship to the profession. The present discussion does not deal with the establishing of such relationships, but with the *content* of the relationship. A succeeding unit will provide for a system of recognition, in a professional sense, of experience levels. *This measure deals, then, with the first two years of experience of the new secretary in his local and wider professional relationships.*

An able committee has provided, in its original study, the most extensive examination of this crucial introductory period that has as yet been made. The appearance of this study as a whole in the form of a special monograph would be of marked benefit to all local executives as well as to those who are coming into the secretaryship for the first time.

The present volume presents the principal findings of the study in condensed form under the following headings:

1. Problems of the Induction Period
2. Satisfaction and Dissatisfaction among New Entrants
3. Careers of Fellowship and non-Fellowship Men
4. Educational Possibilities of the First Two Years
5. Some of the More Important Conclusions

I. PROBLEMS OF THE INDUCTION PERIOD

- a. *Determining who shall be chosen for the induction experience and*

securing movement-wide cooperation in the application of standards.

"The majority of these new secretaries are young and inexperienced workers, entering minor positions on the staff. Many of them have not been carefully chosen, but have been placed in positions by more or less fortuitous circumstances; a vacancy has developed which needs to be filled immediately . . . Too little attention is given to general qualifications so long as they can do the immediate job. . . ."

"There has been an advance in the general education of entrants in recent years, from 36.5 per cent with complete college training in 1928 to 58.4 per cent in 1932. Specific professional training in Association colleges has been enjoyed by not more than one-eighth of the new entrants in recent years. The principal gains in educational attainment have been among the general and departmental assistants, whose level has increased more than one school year over the past decade. . . . Forty-five per cent of those with complete college training survive four years or more, as against 37 per cent with partial college training and 35 per cent with no college training."

- b. Determining and maintaining the proper relationship between the induction experience and the professional career.*

"There is a distinction between induction into the first employed position and induction into the profession. The former, at times, is a fairly rapid and perfunctory procedure, while the latter is an experience into which one grows. Induction into the profession implies certain procedures administered nationally, but it implies also the attainment of professional competence and an attitude of mind which brings one into conscious relationship with a larger fellowship."

- c. Making the personal adjustment.*

"The new secretary is quick to discover that his specific tasks do not comport with his earlier generalizations about the profession. Some persons are quite adept at surmounting difficulties, while others trip on the first hurdle and lose out."

- d. Social orientation in the life of the community.*

"When a new secretary comes to join the local staff he comes also to take a place in the community, - a fact often overlooked by both the individual and the association. What is to be his status in the community?"

- e. Organizing a constructive curriculum for the induction period and securing its wide adoption.*

"What training the new secretary has not received prior to his coming to the job, either by way of general or professional preparation, must be learned on the job. The content of the experience must be co-extensive with the program effort of the local association and the Movement, particularly on the side of controlling objectives and the means proposed to attain them."

2. SATISFACTION AND DISSATISFACTION AMONG RECENT ENTRANTS

The Program Committee is indebted to Lawrence K. Hall for sharing a portion of a study which he is making as a Union Theological Seminary-Teachers College candidate for the degree of Ph.D. from Columbia University.

In the chart on page 120 are shown thirty-eight aspects of this adjustment experience. Percentages are shown for nearly two hundred cases in terms of "satisfaction" and "dissatisfaction". Items ranking highest for satisfaction are at the top. The highest third are set off for contrast with the lowest third of the items.

"It is to be noted that most of the twelve items in connection with which there is the largest evidence of satisfaction are related to the general nature of the Association and the general character of the professional fellowship. Since satisfaction in these respects is fundamental, it is to be expected that disappointments therewith are all the more biting. The small percentage who suffered disillusionment in these twelve items were dissatisfied all up and down the line.

"The twelve items at the foot of the list are of a different character. Three are closely related to the matter of insecurity, not in the general sense of not being well founded in one's work, but in the specific sense of being uncertain about the conditions that make it possible to continue in it. Four have to do with conditions under which work is done. Four items that unexpectedly take their place at the very bottom have to do with the secretary's recreational, social, physical, and cultural well-being. . . .

"Satisfying aspects of experience do not tend to become unsatisfying with the passage of time, nor do unsatisfying aspects tend to become satisfying. Difficulties of the kind touched on in this report do not tend to work themselves out if given time enough. *Dissatisfactions and satisfactions both tend to grow stronger.* . . .

"The respects in which time brings an increase in dissatisfactions are related to the more specific factors incident to the induction experience, particularly those having to do with conditions of social, mental, and cultural growth, including recreation. Those are precisely the areas in which executives devoted to the interests of their young associates should find it most possible to bring about improvement. . . .

"There are relatively few instances of a sense of inferior status. The small percentage, but 15.27 per cent of the total, is evidence that new secretaries do not feel themselves facing life at a disadvantage as compared with other persons. Thirty-seven and one-half of the reactions indicate a definitely more favorable status, while the remaining 47.3 per cent indicate a status of parity."

SATISFACTION AND DISSATISFACTION AMONG RECENT ENTRANTS

1 Response from men and boys served	95.9%
2 Sense of worthwhileness of work	85.7
3 Arrangements for participating in Retirement Fund	91.4
4 Task suited to training and temperament	88.1
5 Opportunity for varied experience	88.0
6 Confidence placed in you by the general secretary	86.8
7 Association's worth as an agency for bettering social order	86.4
8 Work and fellowship with stimulating persons	85.5
9 Interest shown by the community in your work	85.5
10 Freedom to express views on war, industry, religion, etc	84.5
11 Interest and support given by staff associates	84.4
12 Feeling of "finding yourself" in your work	83.3
13 Base of approach to general secretary	82.7
14 Feeling of at-homeness in community	82.2
15 Your vacation arrangements	82.5
16 Freedom for self-direction and initiative	82.0
17 Type of contract or work agreement	81.0
18 Assn's. worth as an agency for winning individuals into Christian life	78.9
19 Relationship between work and home life	78.5
20 Working morale in the staff	78.0
21 Doing what you "most want to do"	76.6
22 Interest and support of general secretary	76.5
23 Your support from the board	76.0
24 Sense of achieving worthy professional status	74.9
25 Your work with committees	74.8
26 Feeling of being a growing person	73.5
27 Supervision you have received	73.2
28 Opportunity for conference and convention attendance	72.5
29 Your vocational security	71.7
30 Local salary policy during depression	71.8
31 Amount of salary	68.9
32 Your working hours	68.3
33 Method and spirit of staff	67.9
34 Opportunity for promotion	67.5
35 Opportunity for recreation and social diversion	65.6
36 Participation in community life outside of work	62.9
37 Opportunity for study and self-improvement	59.9
38 Opportunity open to you for music, art, etc.	49.7

3. CAREERS OF FELLOWSHIP AND NON-FELLOWSHIP MEN

The Program Committee is further indebted to V. Neal Maricle for sharing a portion of a study which he is making as a Union Theological Seminary-Teachers College candidate for the degree of Ph.D. from Columbia University.

The professional careers of men recruited on the Fellowship Training Plan have been compared with a second group as nearly as possible like the fellowship men, except as to the particular method used in selecting, placing, and training. The two groups were alike in number and of the same ages. They came into Association work immediately after graduation from college; they entered the Association service in equal numbers year by year. The two groups are compared on six specific items in the following table:

	Fellowship	Others	In favor of Fellowship
a. In active service 5/1/31..	53 28.6%	34 18.1%	19 10.5%
b. Total years of Association service.....	1325	1003	322
c. Mean tenure of total group to 5/1/31.....	7.3 Yrs.	5.5 Yrs.	1.8 Yrs.
d. Mean tenure in first city.	3.0 "	1.7 "	1.3 "
e. Mean salary after 15 years for those remaining in work	\$4144	\$4000	\$144 3.4%
f. Proportion of the active groups who are in executive and supervisory positions.	147 81.0%	124 68.0%	23 13.0%

Nearly 10 per cent more of the fellowship men remained in active Association service in 1931 than of the other group.

Fellowship men secured slightly higher salary ratings - after fifteen years, 3.4 per cent.

Fellowship men exceed by 13 per cent the other group in development of leadership capacity, if attainment of executive and supervisory positions is an accurate index.

Fellowship men remained one and one-fourth years longer in their first cities.

The 322 service-years by which the fellowship group exceed the others constitute the equivalent of nine full 35-year professional careers.

4. EDUCATIONAL POSSIBILITIES AND ESSENTIAL SUPERVISION

If the educational possibilities for the new entrant which were seen at their best in the Fellowship Plan, and are most characteristic of the satisfactory recent adjustments of these men, are to be secured, an effective supervision will be a necessary counterpart.

For the new entrant, some of the values sought are (a) increased skill in performing his work; (b) some appreciation of the relation of his task to those of other men; (c) an acquaintance with groups of fellow secretaries, members, lay leaders, committeemen, and the contributing constituency; (d) some appreciation of the relation of the association to the community; and (e) a certain amount of professional consciousness.

For the executive, the problem of the induction period is the problem of securing or giving real supervision to the young secretary. Good supervision involves, among other things:

a. Setting tasks within the range of ability and experience. This means on the part of the supervisor, personal acquaintance with the individual in question, with his previous experiences, and with his abilities and interests. It also implies a knowledge of the jobs that are assigned, what abilities are required to carry them out successfully, and an ability to appraise results when accomplished.

b. Assigning a variety of experiences or jobs in order to widen a young man's acquaintance with problems and to try him out in various situations.

c. Evaluating outcomes in conference with the supervisory officer or with colleagues.

d. An interpretation of experience, in order that the experience may have its full professional value.

e. Setting professional standards and helping the young secretary to get a vision of the opportunities which the profession holds and of its significance in present-day society.

f. Creating an atmosphere in which reading on cultural and professional subjects is encouraged, in which a premium is set on creative imagination, and in which carefully planned experimentation is easy.

g. A cooperative enterprise. This cannot take place unless the secretary involved wishes to be supervised, and takes a scientific and critical attitude toward his professional tasks. It does not flow in one direction only but involves a give and take, a mutual exchange of opinion between professional workers around a project of mutual concern.

5. SOME OF THE MORE IMPORTANT CONCLUSIONS

These statements are designed to emphasize issues, attention to which may serve as a point of departure toward better practice.

a. Careful planning for the first two years in the experience of new secretaries is important for the Association Movement, in spite of the marked decrease in the number of new men enlisted. Whatever the size of the professional body and the rate of increase, its future usefulness depends upon its vision and competence, and its satisfactory adjustment to the Association and community tasks.

b. For the secretary himself, the first few years are critically important. They have much to do with whether he remains in the profession; and, if he remains, they profoundly affect his later career.

c. As things now stand, the significant use of a new secretary's first two years is more largely dependent upon the chief executive officer of the employing association than upon any other person or factor. Most of the conclusions of this report apply, therefore, not exclusively but with special force upon the executive's outlook and practice.

d. This executive responsibility does not, however, free a beginning secretary from taking initiative in orienting himself and finding his way about.

e. Careful selection of men to be engaged as secretaries is a first necessity for producing a competent staff. Significant induction begins with discriminating recruitment of candidates of promise, with or without final commitment to the secretaryship as a career. Many of the problems of the early secretarial experience could be eliminated by more thorough-going attention to choice of men.

f. The standards for Certification should be fully and voluntarily applied, and pressure should be exerted in every reasonable way to make these the minimum standards for the entire Movement.

g. Associations should adopt voluntarily and universally a two-year induction plan, implying initial two-year service periods or contracts for entrants of standard qualifications.

h. In all cases, even where a secretary is employed for a particular line of work or to serve as second man to a capable specialist, the induction period should be treated as an opportunity for becoming acquainted with the Association Movement and its characteristic ideas and practices. To this end, men should assume tasks beyond the particular field for which they are employed. If a man cannot do this, or is not interested in doing it, it is doubtful if he can grow into a wholly useful member of the Association profession.

i. However much the executive officer introduces the requirements of the organization and other considerations, the new secretary should be helped to choose with full self-responsibility the tasks which he will perform. From the very start a new secretary should learn to be guided by a central administration, to be accountable to it, but also to be responsible to himself for carrying out duties he has with full knowledge accepted.

j. Each new secretary should be given the advantages of a guidance interview - a series if needed - in which he may (a) review his choice of vocation, his ambitions in it, and the factors - personal and otherwise - which affect his success; and (b) formulate his plans for professional study, adjustment of personal problems, and community contacts.

k. The fact that many executives have not themselves had the advantages of this sort of life-guidance will often render them un-

fitted for this task, and perhaps unappreciative of the need of it or of the content desirable for it. A wise executive will seek for his new associates both more significant freedom and more skillful personal guidance than he may have had or have known how to give.

l. A "program" of induction should include systematic coaching. This means helping an associate to plan his work, set attainable goals, determine how he will keep records, prepare and make reports, use expert help available to him, and judge his success. These steps are best taken in periodic review with a new secretary, in staff conferences where he and all others participate on a mutual basis, and in frequent contacts to deal with particular points.

m. Opportunity for study should be provided, either through courses in adjacent educational centers or, where the staff is large enough, in Association training groups. The executive should not assume that he is the best "teacher" available, although often he is. Probably good staff meetings in which study and work are all of a piece, supplemented by courses or reading in selected areas, offer the best combination of possibilities for new secretaries.

n. Community connections and responsibilities are as important for a new secretary as his Association tasks. Men should be encouraged to assume the duties and contacts of good citizens and neighbors. In some connections they should represent the Association; in others they should act as individuals.

o. Recognition is essential to any program of continuing growth. This should be accorded guardedly but generously - by offering opportunities to report work done, by appointments to represent the organization in important relationships, by wise use of titles, by adjustment of salaries, by timely commendation.

Measure C: Reorganization of Professional Training

PROPOSALS

1. That this Conference believes it to be the responsibility of every association executive to provide for himself and the staff to which he is related that training and encouragement to growth which will make possible the increase in professional competency necessary for the advances indicated by this Conference program.
2. That this Conference requests the Program Committee to arrange at once for the preparation of a guide for professional study in the areas of the program.
3. That this Conference commends the adaptation to changed conditions and needs being made by the professional schools of the Movement.
4. That this Conference believes the demands upon professional service in the Y.M.C.A.'s. during the coming years will necessitate a better trained personnel. Representing the secretaries of the Movement it suggests that consideration be given by the colleges and the Personnel Divisions to the appointment of a special commission, representative of the best experience in the field of professional education outside the Y.M.C.A. as well as Association experience, to make a direction-finding study of the entire problem as soon as adequate financing (outside the existing budgets of the National Councils or the training agencies) can be secured.

Any discussion of advancing the standards of practice of the Association Secretaryship should take account of present educational equipment of the secretariat and the urgent need of reorganizing present professional training procedure. In the sense used in this discussion, professional training will include both formal training available in the specialized training institutions affiliated with the Young Men's Christian Association, training available through other institutions of college and university standing, and, no less important, in-service training on the job.

I. PRESENT EDUCATIONAL EQUIPMENT OF SECRETARIES

In the table on page 126, Association College levels are counted the same as those of other colleges. A part of the 13.4 per cent of Association College training might properly be counted as of graduate level, which would then include something beyond 15.0 per cent of all secretaries reported.

The facts in this table relate to 2808 secretaries, representative of the entire secretariat in the year 1930, reported directly by local executives to the Personnel Division.

The total picture has been slowly improving. E. O. Jacob in 1928 made a study of the comparative shift in educational status of executives (including department heads) and assistants between 1916 and 1926. He found that the former had a difference of only .35 of a year's schooling; while the latter showed a difference of 1.16

year's schooling, a shift of definite significance, showing that the improvement in total education came largely through the younger assistant group.

The latest survey of educational status, including a group of 2808 secretaries in service in 1930 showed the following:

Highest Level Attained	Number			Total Per cent
Grammar School	113			4.0%
High School 1st.	58			2.2
2nd.	95			3.4
3rd.	65			2.3
4th.	540			19.2
		Y.M.C.A. Colleges	Other Colleges	
College 1st.	205	1.5%	6.0%	7.5
2nd.	330	1.9	10.0	11.9
3rd.	193	1.9	4.9	6.8
4th.	779	8.1	19.6	27.7
		Theological Seminaries	Other Graduate Work	
Graduate and 1st.	197	1.6%	5.4%	7.0%
Theological 2nd.	97	.8	2.6	3.4
Work 3rd.	97	2.6	.8	3.4
4th.	35	-	1.2	1.2
	2808	5.0%	10.0%	100.0%

Average educational level is *second year college complete*

Total percentage under college level 31.1

Total percentage having had *some college experience* - 68.9

Total percentage having had *full college experience* - 42.7

Total percentage having had *work beyond full college*- 15.0

Improvement through better educated entrants is perhaps the best method by which to change the total educational picture. Note the trend below:

Year	No College	Part College	Complete Col.	Professional
1910	46.1%	22.4%	31.5%	?
1914	45.0	25.3	29.7	?
1919	42.9	19.8	37.3	?
1922	55.7	16.5	27.8	?
1925	51.3	16.1	32.6	?
1928	41.4	22.1	36.5	(10.5)
1929	35.7	22.9	41.4	(10.1)
1930	32.9	25.5	41.6	(11.8)
1931	28.5	22.3	49.2	(15.8)
1932	17.8	23.8	58.4	(12.7)

2. PROFESSIONAL TRAINING ISSUES IMPLICIT IN THE PREVIOUS CHAPTERS

There are summarized below some exceedingly important implications for professional training implicit in Chapters I to VI. The studies underlying these chapters in some cases included substantial sections aiming to identify training implications. Some of the references dealt with content of training, others with the specific procedures which might be utilized effectively. These are grouped together here for more critical review and coordination of emphasis.

First of all, the summary of factors set out by the committee working on the topic of Guidance may be of equal value for the other problems as well. They are:

Knowledge, insight, and understanding of persons and how they develop wholesome and effective character and personality;

Skill in the application of knowledge and understanding to the actual practices and techniques of guidance: experience is the key to skill;

The personality factors which make it possible for the secretary actually to work with persons in such ways that wholesome processes of character and personality development are stimulated, rather than violated;

The skills of organization and supervision necessary to develop and direct all resources of program and leadership to the ends of personal guidance.

Another observation from the same study is equally pertinent:

"One might speculate here as to whether the necessity of developing new points of view, skills, and resources places a heavier burden on the in-service education of the Y.M.C.A. secretary than on other professional groups. The medical practitioner, for example, faces a tremendous task in keeping abreast of new knowledge and tested experience in his field. Through his professional journals and literature, through conferences and often regular clinics, and frequently through special study at medical schools and hospitals, he endeavors to modify his professional skill in terms of the demands of the new knowledge, new needs, and new resources of the changing decades. What does the secretary do to maintain professional competence in the face of rapidly enlarging demands and swiftly increasing technical resources?"

a. *In Terms of Competent Guidance of Persons.* The guidance committee surveyed and classified the various methods reported by secretaries to be found helpful in increasing their competence in personal guidance. They mentioned the following types, and evaluated them in the order below, placing the most useful or valuable first:

- (1) Courses of study.
- (2) The use of reading. (Had equal rank)
- (3) The use of actual guidance experience. " " "
- (4) Personal contacts with workers in other professions and agencies. " " "

- (5) Attendance at conferences and professional meetings.
- (6) Use of staff meetings.

Their comment on these is, in part, as follows:

- (1) *Courses of study.* About ten per cent of the secretaries reported enrolment during the year in courses of study related to the guidance field: Some of these courses were taken in residence at college or university; others were home-study or extension courses. In a few instances, local study groups or seminars of professional workers from various agencies were reported as of extremely high worth. No other type of experience was generally rated so highly as this in value. How can we insure this experience for more secretaries? Is the idea of a "sabbatical" quarter for study every two or three years beyond the range of possibility? If so, when and how will secretaries be able to drink deeply of some of the fresh streams of professional resource?
- (2) *The Use of Reading.* The reports of the secretaries were disappointing here. Not every one may have the opportunity of participating in carefully planned and well directed staff meetings, but there are no *Verboten* signs surrounding the available literature pertinent for the guidance task. Where books, journals, and articles were reported, however, they were almost invariably rated of the highest value. Half of one of the secretarial groups included reading in the list of resources which contributed to their guidance insight and skill. On the other hand, only two secretaries of another larger secretarial group reported any reading. Let us hope that this merely means that the others did not report their reading! One hardly dares to think of the meaning for professional competency and growth if the report actually represents the facts.
- (3) *The Use of Actual Guidance Experience.* The basic and indispensable method of improving professional competence in the guidance of persons is, of course, practice in the work itself. We do not mean that practice inevitably means improvement. Sometimes it does not. But, practice that is intelligently planned, wisely supervised, and constantly appraised is unquestionably central in the training of secretaries for guidance. Since there is no lack of opportunity for experience, the attention of the profession should be chiefly devoted to methods insuring profitable experience. Day-by-day interviewing and contact are potentially a laboratory for professional training, but often the relationship is too casual, unprepared for, intermittent, superficial, and aimless to yield its richest results. The making of actual case studies involving a more systematic collection and analysis of information is high in values - but costly in time. For many secretaries, the experiences of coaching group and camp leaders; or of dealing with parents individually or in groups; or of juvenile court work; or of vocational guidance enterprises, or of giving leadership to

board and community meetings, are judged to be of conspicuous importance in the advancement of their professional competence in guidance.

In summary, it may be said that the resources for the sensitizing and training of secretaries in guidance insight and skill are potentially rich. They are still largely untapped, through lack of time, lack of motive, and lack of intelligent planning and organization. Since professional competence in guidance is the key to the effectiveness of the Association in its work with persons, there is no more crucial concern facing the profession than that of ways and means of securing for secretaries, *on a much more inclusive scale and on an increasingly higher level of quality, those experiences in education and practice which will make for high standards of workmanship.* Surely, the "lag" between our objectives and our practices at this point is a provoking challenge to our professional pride.

- (4) *Relationships with Community Agencies and Resources.* It is obvious that the Y.M.C.A. is only one of several or many agencies in the community with person-centered interests. Yet, much of our talk, even in this report, seems to assume that the Y.M.C.A., like Atlas, must carry on its shoulders the "world of guidance" in the community.

Fortunately, such an assumption is false. There are two rather clearly defined ways in which the Association works cooperatively with other agencies in the community in its guidance program. First, it utilizes for its own needs specialists in the community, such as psychologists, psychiatrists, vocational experts, doctors, social workers, visiting teachers, etc. Secondly, it possesses *definite working relationships* with such agencies as child-guidance and mental hygiene clinics, juvenile courts, Councils of Social Agencies, Child Welfare Associations, etc. Both of these types of practice seem to be highly desirable and need to be greatly extended.

Quite apart from the new situation in which the profession finds itself, with reduced staff and enlarged responsibilities, there are compelling reasons why community planning, coordination, and cooperation in efforts pointed toward the development of wholesome persons should be substituted for our present methods of *laissez faire* and individualism. "Rugged individualism" is no more desirable or defensible in a profession or institution like ours than it is in business, industry, and other professions.

The task, not merely of bringing ameliorative resources to persons, but of achieving the fundamental changes in the social order which will make guidance efforts more than a temporary "patching up" process is one that demands the combined efforts, intelligence, and resources of all the agencies that believe men should have an abundant life in a harmonized society.

One of the most encouraging features of this section of the inquiry was the large number of secretaries who reported frequent and valuable contact with professional workers in other agencies. Their relationships have undoubtedly been stimulated, especially during recent years, when the needs of individuals have forced themselves upon us in such a dramatic and unavoidable manner. The most frequent persons mentioned are juvenile court officials, social workers, psychiatrists, psychologists, physicians, and teachers. This relationship is significant not only because it adds to the professional competence of the secretary, but because it also represents a cooperative approach to the task of guidance. Many of these contacts are established for purposes of consultation. They are means of bringing more highly specialized resources to bear upon the task of the secretary and the association.

- (5) *Attendance at Conferences and Professional Meetings.* Although low in frequency, the attendance of the secretaries at meetings of their own constituent groups, or at conferences of other groups, was rated high in value. Some secretaries find that regular meetings with groups of social workers in the community contribute more to their professional competence in the guidance task than does any other single experience. Teachers' conventions and meetings of the Mental Hygiene or Vocational Guidance Association are reported as infrequent but very helpful.

The regular meetings of the constituent societies in the Y.M.C.A. undoubtedly offer the largest opportunity for use in this direction because they are directly under the control of the professional group. Yet many of them are still devoting their attention to administrative and routine matters rather than being based on a consistent and long-range policy for improving professional competence and standards in workmanship.

- (6) *The Use of Staff Meetings.* Although the staff meeting was frequently listed as contributing to the secretary's guidance insight and method, it received the lowest evaluation. In most cases there was no evidence of a systematic plan and program for utilizing the staff meeting for this purpose. Discussion of particular cases, even though these were often disciplinary in character, seemed to be rated higher in value than "general discussion"; consideration of program or placement for individuals when more than a superficial routine also appears to have real merit for this purpose. The study by staffs of the Blue Ridge Assembly Report in some cases resulted in modifying secretarial practices and program procedures. We assume that the staff meeting should be considered primarily as a means for improving the professional workmanship of the secretary rather than as an administrative or executive device. It should be one of the major media for sensitizing and training the members of the staff in guidance objectives, processes, and methods. When defin-

ite and systematic plans are made, whether the program involves the discussion of actual cases with the data essential for intelligent consideration, or the review of pertinent literature with an examination of its implications for the particular association, or some other kind of program, it should constitute a major means of professional growth. The use of specialists, carefully selected and instructed, for staff meetings should probably increase. Much awaits to be done before our staff meetings in general are lifted to a high level of professional training.

b. In Terms of Creative Supervision of Group Work. The committee studying this topic secured some ratings of general and specific training units believed to be desirable as a basis for better supervision as follows:

RATING OF DESIRABLE GENERAL TRAINING IN SUPERVISION

	Scale of Ranking Importance				
	1	2	3	4	5
(1) The philosophy of education.....	19	3	1		
(2) General psychology: The psychology of childhood and adolescence, and of learning and growth.....	18	3	2		
(3) The principles of cooperative leadership..	17	6			
(4) The major concerns of supervision as they embody the defining of objectives, procedures for developing methods, and evaluation	15	4	3		
(5) The means of supervision as organized techniques.....	7	14	1	1	
(6) Research methods and techniques.....	5	4	12	2	
(7) Case work methods.....	5	7	9	1	1
(8) Knowledge of present-day social problems; social change - causes and characteristics		1			

RATING OF DESIRABLE SPECIFIC TRAINING IN SUPERVISION

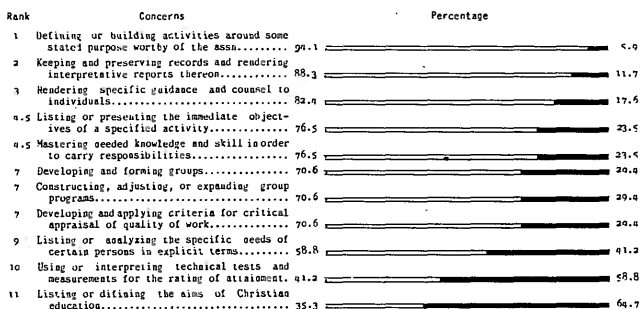
	Scale of Ranking Importance				
	1	2	3	4	5
(1) How to select and train the leadership that guides group life and experience.....	20	3			
(2) How to observe group activities objectively, accurately observing what goes on; how to check technical devices unobserved, and how to initiate well planned follow-ups through tactful, critical discussion.....	14	6	2	1	

	Scale of Ranking Importance				
	1	2	3	4	5
(3) How to make use of specialists as teachers and consultants or other resource persons, in certain activities of groups.....	12	9	2		
(4) How to locate groups, casually or by the use of scientific devices.....	8	9	5		1
(5) How to utilize books and periodicals and prepared bibliographies and reviews as material resources in working with groups -	8	10	5		
(6) How to keep a filing system of cumulative group records adequate for present and future use.....	8	10	3		2
(7) How to speak effectively before lay and professional bodies, to present appropriate interpretations of group work.....	8	10	4	1	
(8) How to carry on a testing program using the standardized forms.....	2	11	8		2
(9) How to carry on technical research.....	2	6	11	2	2

The importance of the units above of general and specific training believed to be needed will be seen in terms of the actual practice of training procedures in 17 staffs, totaling 81 persons. These concerns include both statements of objectives, of method, and of evaluation; they have been ranked in order according to the extent to which these items received consideration in staff meetings. Concerns receiving consideration most generally are at the top.

EXTENT TO WHICH CERTAIN CONCERNS RECEIVED ATTENTION IN 17 STAFFS, TOTALING 81 SECRETARIES

Key: — Staff conferences that considered concerns listed, either weekly, monthly, or annually.
— Staffs that did not consider such concerns at staff meetings.



In the graphic report of staff procedures above, it will be borne in mind that one particular skill, namely, that of creative group-work supervision, was under discussion by the committee preparing the display.

One observes that defining or building *activities* is more commonly a staff matter than any other of the items, although keeping records and reporting interpretatively on them is a close second.

On the other hand, listing or defining the importance of Christian education comes lowest of all, with the use of technical means for judging results as next lowest.

Here, then, are substantial areas believed to be important for staff work if genuine gains in supervisory skill are to be attained. In the bulk of the items, however, from 18 per cent to more than 60 per cent of the practice neglected consideration of these matters. Assuming that, where consideration is given, the work is adequate and thorough and done with sufficient frequency, here is objective testimony of the significant shortcoming which must claim attention from those interested in professional training through the local staff.

But can the situation be met by local staff work alone, however excellent? Here is a development of great dimensions in a type of work perhaps most characteristic of the Y.M.C.A., whose concepts of the group and of fellowship have already been discussed. It is conceivable that so heavily will this large responsibility press upon Association leaders that they will feel a need of resorting to extraordinary measures more nearly to match with competence of leadership the more than two hundred per cent of growth in this major type of service over three years. *Careful training for all secretaries in summer schools or elsewhere may be called for if there is to be mastery of the technique of group work equal to the ethical obligation which the rapid growth of this feature imposes.*

It may be doubted, however, whether such a measure, even if carried on for a number of years, would suffice. In all probability, a real science of group work rests upon deeper foundations - sociological, psychological, educational - which can be understood and built wisely upon only by those who have taken time for thorough study of these processes and disciplines. In other words, the rapid growth of group work means better professional preparation - a formal training that shall reach more than one secretary in fourteen, as at present.

(c) *In terms of social education*, a literally enormous field of implications presents itself. The actual procedures and content of training must take account of the environmental factors which, in terms of this question, are often so highly charged with emotion that the determination of content and procedures is rendered extremely difficult. Chapter V describes points of view believed to characterize the professional group both as regards the educational philosophy present and needed, as well as the conception of methods considered most hopeful. A concluding comment of leaders from the report of the sponsoring committee relates the discussion of underlying philosophy to the selection and induction of leaders:

"The center of our problem in this area is exactly the same as it is in every other area. It lies in the field of personnel. We

must continue to press for *higher standards of general and professional training* as essential to admission to the secretariat. We must persist in processes for professional growth while men are at work on the job. In spite of widespread criticism of conference methods, we must maintain summer schools, institutes, and local conferences. This kind of ongoing education is peculiarly necessary in a profession which carries a heavy administrative and financial burden. Without any weakening of our faith in the lay characteristics of the Association, we must all recognize the importance of high-grade professional leadership. In these personnel policies with their emphasis on training lie the answers to our question 'How increase the information, insight, concern, and competence of Y.M.C.A. secretaries in the field of Social Education?'"

(d) *In terms of administering a lay religious movement.* Secretaries guiding the activities of boards of directors, who have on the average, as seen in Chapter II, two years more of college training than the secretaries themselves, should take to heart many further implications for adequate professional preparation, such as those mentioned briefly below:

- (1) *The difficult skills involved in the newer management science, with its challenge to worthy prediction, will require specific study by the one thousand executives now confronted with the over-burden of administration in the midst of depression difficulties.* Most of the items of particular difficulty isolated by this study root deeply in personal and group relationships, and are not likely to be solved just because men want to solve them. To the complaint that there will not be time enough to give these matters the thorough consideration they require, it may be stated that the alternative will probably be a sharp decline of the enterprise itself. The issue turns not so much upon time, as upon method, and the competence of the executive to use the day's work educationally. Some matters will require the speediest executive action. Few will doubt, however, that one of the principal functions of the executive is to do sound thinking and to exercise real foresight, so that the more important decisions are done in an atmosphere of deliberation rather than in frantic haste. Some part of this field of management problems will admit of formal curriculum treatment. This is being recognized in the training colleges.
- (2) *The problems of lay-professional relationship need for their solution unusual skill in democratic organizing, group and discussion leadership, counseling, and interpreting the Association.* These are worthy of careful staff coaching and are attainable in considerable measure through a better organizing of effort. As the Association more fully realizes its responsibility for a deeper insight into social philosophy and action as well as for better understanding of the religious needs of youth, the exercise of training skills will be needed. The training colleges, and various institutions

and summer schools, have begun to realize the need of a more carefully planned means of training leaders. These institutions must give equal attention to the training of those who will look after this important phase of education.

- (3) *The challenge for training procedure of the problem of religious leadership is fundamental.* The content of this training may or may not include theological matters. Something of the history of the Christian movement in the world would seem a necessary accompaniment of more recent phases of method in social science and religious education. All of the Association colleges and summer schools have sought to make some contribution at this point. Nevertheless, it is probable that Association leadership by and large has been less justifiably characterized for discerning spiritual leadership and prophecy than for its skill in management and in the direction of activity programs. Powerful as example is known to be in staff training, this factor has evidently been among the less favorable influences in the secretaryship of recent years. *Restoration of great example* in the staff training situation will doubtless be highly influential - probably more so than new courses at summer school or long special training in colleges or theological schools, although these latter will continue to have an important place.
- (4) The extensive range of the proposed measures of Chapter VII need not be reviewed in detail for their bearing on training. Everywhere throughout this series of proposals this is an implicit consideration. A word of comment on each "Measure" may serve to underscore a few essentials.

Educational standards at admission are now operative. The next step probably means the designating of pre-professional courses or fields of study leading to the specialized forms of a secretarial service. Pre-professional work now dominates the junior and senior years of the curriculum of practically all standard colleges. *Should not Association leaders agree upon a desirable curriculum for secretarial training in general undergraduate colleges?*

Education has been included as one determinant in the classifications of experience proposed on Page 150. The usefulness of this proposal will of course be determined by the quality of the education. Nevertheless, this educational qualification becomes an important feature of a planned progress of the profession toward higher competence.

The problem of the induction period, discussed on pages 117 to 124, is itself primarily of education. All of the experiences met by the new secretary become for him a curriculum. *This curriculum should be thought through as carefully as the curriculum of college for men of the same educational preparation and age.* This care will

not be possible without the active collaboration of executives.

Appraisal of ability on the job, at first sight, may have no direct relationship to training. Yet it can become the means by which to evaluate the worth of particular kinds of education before employment, as well as the value of different in-service training procedures. It will require more than the occasional reading of a book or attendance at summer school to prepare our responsible leaders for conducting reliable appraisal of staff members as to ability. This factor must be adequately included in formal professional training plans. In the meantime, institutes and carefully prepared special manuals must be looked to for the necessary basis for this new undertaking.

Ethical relationship and procedures should carry their own educational value if all implications are understood and honestly faced. For one or both of these reasons the full training value is sometimes lacking. Fundamental provision for the study of ethics, especially relating to working relationships and to the broader social considerations of the work itself should be a part of every professional curriculum. Even the briefest institute or summer school can give some attention to this urgent aspect of current practice and so help an evolving conception of high responsibility to make its contribution to the Association secretaryship, as similar institutes have already done in other professions.

Cooperative security, based on habits of genuine growth again emphasizes the need of a regime which will stimulate growth and provide self-reliance at the professional level. The difficult problem of economic security indicates that a part of the professional training curriculum, whatever the location, should include the need and means of professional readjustment. It may be doubted that young recruits may justifiably be led any longer through a process of secretarial experience without systematic coaching for readjustment if, when, and as necessary. This need not undermine loyalty to the Association. On the contrary, men who are loyal to its fundamental objectives will be the more ready to stay in it.

3. THE PRESENT CRISIS IN PROFESSIONAL TRAINING

Throughout the preceding review of training implications drawn from other sections of this volume there has been reference to what might be done in the local association, that is to say in in-service training or training on the job, and the more formal type of professional preparation done in the Association colleges, or other organized schools. The summer schools have not been overlooked, and certain important suggestions bearing on their service have been made. They, scarcely less than local staff training procedures, have suf-

ferred in the years of economic uncertainty, notwithstanding that the genuine service they have rendered through short-term institutes has both emergency and long-time value.

The Movement should face with great frankness what amounts to its present policy of drift in the matter of professional training. It has neither supported the three professional colleges, the summer schools, nor the better type of local staff training in a way that could give an impartial observer much ground for confidence. Parallel with a new definition of its field of service and social action, is the imperative need that the associations take some more effective concerted measures for getting the type of preparation before and after employment which alone can guarantee a 'professional' group beyond amateur practice.

The remaining parts of this section deal with the two principal aspects of this problem. The recent experience and outlook for the in-service training of secretaries is reviewed. That such proposals as are suggested would help greatly cannot be doubted. However, special attention is directed to the problem of the Association colleges. The analyses of their status are offered as aids to a professional body which must soon make up its mind on the relation of well-adapted professional education to the effective performance of Association work.

a. The In-Service Training of Secretaries. At no time in the Movement's history has anybody seriously maintained that it was possible to provide sufficient education before one became a secretary to last throughout his professional career. On the contrary, the emphasis upon continuous in-service training has been prominent from the early days of the profession. The first training undertakings were those in local association centers such as those at Washington, Newburgh, and some other places. The problem was fully recognized in the first professional meetings of the Brotherhood.

Under the leadership of men like Super, Urice, and others, along with many local staff executives who could be named, an emphasis upon local staff training reached a point of considerable efficiency and scope ten to fifteen years ago, at least among certain of the stronger associations. However, better training processes never became widespread. The great bulk of the smaller associations found it difficult to distinguish between staff work necessary to carry on the program of the association, and training. Perhaps these were unwittingly making a significant discovery.

Dr. Goodwin Watson, commenting upon psychological advantages of this possibility of effective training in the local work setting, wrote the following:

"Psychology would favor your program in the light of (1) importance of readiness; (2) importance of similarity between learning situations and practice in life; (3) importance of short-time span between learning a situation and practice in life. It would raise a question about the amount of stimulus ordinarily available to set such a process under way and the amount of time available to carry it through."

Dr. Lester W. Bartlett, after an intimate survey of seven local association training procedures, offered the following observations:

Sense of Need; Lack of Policy

"Training was generally of two kinds: (1) Orientation designed to acquaint new men with the philosophy and program of the Y.M.C.A. and the way they should conduct themselves as Y.M.C.A. secretaries; (2) generally informational, designed to stimulate and widen the outlook of the secretary by acquainting him with recent contributions in psychology, sociology, religious education, *etc.*

"It was the opinion of the secretaries that all staff men, regardless of age and number of years of experience, needed to keep open-minded and abreast with current thinking and methods. However, there was no defined policy as to how the older men were to keep themselves so informed.

Equipment of Staff

"The equipment of individuals necessarily varied, but it was the consensus of opinion that the large number of men who come into the Association without professional training are not adequately equipped. The extent to which they were at the moment equipped depended upon what they had acquired in local training, summer school training, and conferences of one kind or another. The areas on which the general secretaries felt that the staff had been brought the farthest are history and philosophy of the Y.M.C.A., program building and supervision, selection, training, and supervision of staff, and financing the Y.M.C.A.; areas on which they are least informed are personality analysis and counseling, survey of community needs, development of lay leadership, interpretation of the Y.M.C.A., and using contributions from various sciences.

Availability of Instruction Material in the Community

"Availability of instruction material in the community paralleled quite closely the equipment of the staff. On the areas in which the general secretary was experienced, such as handling personnel, Association philosophy, board relationships, program building, *etc.*, there was least call for material outside the Y.M.C.A. To a certain extent, instructors from local universities and colleges were available, whose contributions lie largely in the sciences—psychology, sociology, *etc.* Generally, however, the secretaries felt there was not available in the community adequate information on the areas, readily obtainable and in usable form. The smaller associations felt the need more than the larger ones."

Surveys by Super and McCandless in earlier years, and the year-to-year inquiries of the Federation of Training Centers re-enforce the general conclusions just stated and give attention to practical measures for achieving the desirable ends sought.

In 1932 the Personnel Division made a survey of local training,

using the word in the formal sense, in several hundred associations. The inquiry desired to ascertain how far local training procedures had suffered during the depression. The results were not wholly reassuring. Less than 40 per cent of the associations stated that their usual training procedures were being carried forward, and a part of these had seriously qualified their plans. The indefiniteness or the negative character of the other reports made it clear that local staff training has suffered seriously in the depression.

Does such a report mean that there is no possibility for a local training experience for secretaries at work? Quite the contrary. The present conditions may simply put a new responsibility upon executives and staff members to create training values out of the heavy flow of activities pressing upon them. This can be done.

- (1) The individual secretaries can, under the most exacting conditions, seek and gain educational values out of such experience.
- (2) The total staff experience can be so managed, both in meetings and otherwise, that valuable training results emerge.

An adequate personnel objective for the local association includes the growth and development of the persons within the organization, as well as those who benefit by its work. The program of the association can hardly be carried on, even under depression conditions, impoverishing those who are necessary to keep it going. Nor need this be the case. But the method is being tried all too often.

(1) Growth Worth Striving For

Growth should be fundamental; it should be satisfying; it should be lasting. In specific terms, growth has much to do with the following aspects, among others:

- (a) With mental and spiritual outlook, enriched by reflection and study, because in this world of persons whose relationships and whose faith are drifting some whither, one's conception of himself and his own destiny cannot neglect some kind of philosophy of life, of society, of God and man, of values, of self.
- (b) With insight, deriving from such an outlook. Society and the community, with its work and its people, face disappointment and dismay, disease and death, along with the daily round of work, play, love, and worship; and human personality needs a kind of clinical understanding to set it free and point the way life for this man and this civilization should go. Here insight becomes prophecy.
- (c) With due workmanship and fine skill, because the ability to help persons and to work significantly do not come either by good intention or by blundering. Skillful work with persons, which is the high specialty of Association secretaries, may be foreshadowed by native gifts, and facilitated by charm and versatility, but it rests only upon humility, companionable-

ness, disciplined method, and deep devotion to the task of personal and social redemption.

(2) What the Individual Can Do for Himself

If the attainment of personal growth for employees has a place in the personnel policy of an association, it is important to know what the individual himself can do toward such attainment.

- (a) He can achieve growth through his difficulties, curiosities, and responsibilities, learning mastery of the one, exploring great continents of interest in the other, and learning to carry responsibility artistically as well as efficiently.
- (b) He can grow through reading, both in the search for what is worthwhile and significant, and in the actual assimilation of it.
- (c) He can set himself a plan and method of study, and work at it.
- (d) He can search for significant facts.
- (e) He can set himself to some one area in which he will seek definite mastery.
- (f) He can in due time arrange for himself an intimate fellowship with some counselor, whose criticism he fears, yet covets, and from whom he will from time to time hear what ordinary friends will not dare to tell him.
- (g) He can occasionally check himself against some scale of items held to be significant for the kind of work he himself does.

(3) What the Association Should Help Him to Do

As in the world of botany, all growth depends upon favorable atmosphere. It would probably be very difficult to grow very much in some associations. Example is lacking, encouragement is lacking, means of working together for growth are lacking. Who shall make the atmosphere? The association can do at least these things to help:

- (a) Make the induction experience profitable.
- (b) Restudy its notions of administration, at least in matters having to do with personnel; and take account of the moral obligation for a kind of guidance, supervision, and appraisal that seems to be all too rare.
- (c) Make the work itself a means of growth.
- (d) Rework its staff procedure, and make it worthy of the opportunity for growth which the work itself affords.
- (e) Bring into being a number of fellowship contacts for each secretary.
- (f) Seek help in making its judgments of the men it employs more accurate and more fair.
- (g) Lend itself, cooperatively with other associations, to a plan of promotion which will enrich the worker, while profiting the work itself.

- (h) Help its men to participate in summer school, and in courses in colleges near by.
- (i) Offer leave where possible to its employees for study.
- (j) Help to make it possible for members of its staff to attend the important group and general conferences and councils of the Movement.

b. The Problem of the Association Colleges. The recognition of the need of formal provision for professional education for the secretaryship may be found early in Association history. It expressed itself first in the practice by Weidensall and others of repairing to certain isolated beauty spots for brief periods of recreation and educational work. From this simple origin of the summer school movement gradually developed the sense of need of more prolonged and systematic courses of study. The proposal for regular summer training was regarded as the best provision to be made for the time being.

Later the college at Springfield was established in 1885, with two-year courses chiefly professional in character. Still later, arts and science courses were considered a necessary basis for professional training. In 1897 the course was lengthened to three years, and in 1916 to four years, a graduate course of one year being added following the World War.

The Institute and Training School founded in 1890 and later to become Y.M.C.A. College, Chicago (1913), and very recently George Williams College (1933), was organized for preparation quite definitely for the Association Secretaryship in quarters provided in the Central Y.M.C.A. building, Chicago, where it remained until a new equipment was provided near the University of Chicago in 1915.

In the South, Southern Y.M.C.A. College was organized in 1921 on a graduate basis, occupying quarters in the Vanderbilt School of Religion until the completion of its new home in 1927, where it has since been known as Y.M.C.A. Graduate School.

The conference sites at Lake Geneva and at Blue Ridge are closely related to the Chicago and Nashville institutions respectively; and in each case were the informal centers of later formal educational developments in the two colleges.

(1) The Relation of the Colleges to the Association

Arising as each of these institutions did from the practical needs of professional workers in the Association Movement, these institutions have continued their service to the Association as a major policy. Examination of the statements of the presidents of these institutions in the following pages will reveal the current thought upon this policy, and indicate the way by which the historical relationship has dominated the plans of institutions.

The Association Movement, in its formal meetings prior to the organization of the National Council in the United States, felt a strong sense of proprietorship regarding these institutions, although they remained independent in incorporation and largely in policy.

The debates regarding general institutional policy, elements of curriculum, quality of accomplishment, character of teaching, all appeared to strengthen the case for practical independence of each institution from any form of political control.

It was nevertheless the policy of the institutions through their official leaders, to solicit and very largely to secure a close sense of interest in the welfare and continued service of the institutions. This was made the easier through the increasing prominence of graduates of the older institutions in Association affairs. Such leaders in turn, in their professional capacities, served on the boards of trustees or on other influential committees, participating actively in the development of internal policy. In some cases, the courting of direct discussion and criticism by representative bodies in the Association field brought an even closer sense of participation.

When the National Council (U.S.) was organized, the understanding was that the Association colleges were naturally to be comprehended within the new structure. The conception of the Personnel Division, in the Constitution and in fact, comprehended these and the other training provisions of the Movement. Moreover, the heads of the colleges were *ex-officio* members of the National Secretarial Cabinet, and of the National Council, and participated from the beginning in these active relationships. The responsibility for budget review by the National Council was by the Constitution made to include the annual review of the budget and program of the colleges. With the exception of perhaps a single year, this process became largely perfunctory, although it may have represented a salutary provision, and in any case did provide an official and direct access for the problems of the colleges to the principal directing bodies of the Association Movement.

It is in the light of this history and in place of the relationship, as well as of the traditional independence of each of these colleges from the official Association Movement and from each other, that the current problems of these institutions should be considered. *Behind their problems rises more significantly the problem of the Movement itself in its demand for a type of formal professional training equal to the challenges set forth in this volume.*

(2) Trends in the Professional Colleges

It is a pleasure to introduce at this point statements by the presidents of three institutions to which the Association has looked for long years for men thoroughly trained on a professional basis. The reader will follow with keen interest the time-perspective which marks the source, development, policy, and present plans of these notable institutions. It will be well if he also notes the factors of continuity and change which characterize them, and becomes familiar with the dimension and significance of their operations. It is no small thing that this Movement set up these institutions, giving them substantial freedom, and following with interest if not always with adequate support their so largely successful attempts to provide able leaders for the Movement. Perfection was too much to ask, whether in institutions or graduates, but a simple roll-call of our present

leadership stands impressively to the credit of these colleges. The problem is not correctly to appraise their past contribution, however, but to help in determining directions for the future.

It must always be remembered that the Movement, rather than the colleges, bears the responsibility for building up an adequately trained leadership. The colleges are useful assets in this process subject to adaptation and development as the Movement's needs are known, stated, and used for policy determination. *No agency or institution can lift from the professional body itself the responsibility today for taking steps likely to guarantee the kind, number, and capacity of leaders required by this Movement for the task it accepts to do.*

(a) A Word concerning Springfield College, by President L.L. Doggett

The International Young Men's Christian Association College at Springfield, Massachusetts is an arts and science college with a four-year course leading to a bachelor of science degree, with majors in character education training for the secretaryship, and physical education training for the physical directorship. It also has a one-year graduate course leading to the degree of Master of Education.

The College has been recognized as an institution of higher learning of collegiate rank by the American Council of Education, the State Board of Education of Massachusetts, the State Board of Regents of the University of the State of New York, by the State Boards of Education of over forty other states, by the American Medical Association for pre-medical training, and for pre-seminary training by leading theological seminaries. The College is a member of the Association of American Colleges and of the New England Association of Colleges and Secondary Schools.

The College was founded by leaders of the Young Men's Christian Association and has always been affiliated with the Association. Its chief contributions in the past have been to the Association and physical education. It has 2,000 alumni now serving the youth of America and other lands. An estimate has been made that there are 3,000,000 young people who, in either physical or character education, are under the influence of Springfield graduates.

The New Proposal

i. The establishment of a general B.S. course for men who wish to enter service callings. This course will give a thorough training in scientific and cultural subjects fundamental to service callings which will prepare students for graduate work in universities and professional schools.

ii. The establishment of majors for

Training of teachers
Pre-seminary preparation
Pre-medical preparation
Social work.

Since its inception, graduates of the College have entered these various forms of service. Springfield has over 100 graduates serving the church in various capacities. There are 70 alumni with medical degrees. More than 100 men are teaching academic subjects in schools and colleges. There are 100 or more in various forms of social work. Of last year's graduating class, seven men entered leading theological seminaries to prepare for the ministry.

One of the great advances in the past year has been the growth of the graduate course, which now enrolls 61 students.

Another advance has been the development of the training camp and nature study preserve. A camping lodge called The Pueblo of the Seven Fires has been erected on sixty acres of land bordering on Massasoit Lake and furnishing unusual opportunities for training leaders for summer camping, nature study, scouting, canoeing, life saving, winter sports, and similar activities.

The Department of International Service is one of the significant developments at Springfield College. There are from fifteen to twenty students from as many foreign countries enrolled yearly in this department, and there are 148 graduates serving in foreign countries. Over 115 of the latter are nationals who have studied at Springfield and who have returned home for service.

The College possesses 195 acres of land, admirably located on Massasoit Lake. It has an endowment amounting to \$1,200,000 and total assets of approximately \$3,000,000. The enrolment the present year numbers 511 students. The enrolment in the summer school numbers 116 students, - a total of 627 students.

There are 41 full-time members of the faculty, 14 of whom have studied or had service abroad.

Owing to the depression, the College has reduced its budget by \$38,000. The shrinkage of receipts on the campus indicates that a further reduction is necessary. The prospects, however, for the coming year are most encouraging.

(b) A Word Concerning GEORGE WILLIAMS COLLEGE, Successor
to The Young Men's Christian Association College by
President E. C. Jenkins.

This institution was founded in 1890 to meet a need then apparent to leaders in the Young Men's Christian associations. It was renamed in 1896 and again in 1913. At each point, some expansion of its work is recorded, in the lives of persons and in its influence upon the associations. The purpose which the founders had in mind was to train men for the secretaryship of the Young Men's Christian associations. How well this purpose has been carried out is revealed in the records of its graduates and former students.

Since 1925, an important change has taken place in American life. The application of technology has gradually reduced the hours of labor necessary to produce the goods and services required by the population and there is a corresponding increase in the time available

for purposes other than earning a living. Current literature emphasizes the probable increase in this leisure time which will be available for all instead of a few. What shall be done with it is a national problem.

Our Association has invented several social techniques to use leisure time valuably, such as physical activities, the summer camp with the financial campaign and the specialized type of building; and also it has expanded the use of laymen in religious education and various ways of group activity both in recreation and in informal education. All of this has been aimed, however, at the development of Christian character in men and boys.

These social inventions have been developed by other organizations, have been taken up by communities, and other institutions have added to the common experience. What, therefore, was in 1880 the institutional property of the Y.M.C.A. now belongs to hundreds of thousands of members of various organizations and to literally thousands of professional workers.

It would appear, therefore, that a new profession is emerging which has to do with making these opportunities afforded by expanding leisure valuable for the individual and society by the use of various programs which the Y.M.C.A. and other organizations have developed.

In 1930, the Y.M.C.A. College undertook an extensive reorganization designed to expand the professional education of Y.M.C.A. Secretaries. Since then it has discovered that the materials and methods especially focused upon the secretaryship were equally applicable to the training of leaders in other institutions. Why then, should these not be admitted to the College?

This broadening of opportunities in the use of leisure involves two factors not hitherto emphasized; these the College now proposes to expand in its curriculum.

The first is the importance of a technique, applicable on a wide scale, for the group discussion of political and social issues that are not merely academic but are "hot". So long as problems are in the area of generalities, they are not difficult to handle; but Americans need opportunity for considering problems upon which they must act in political and social life. Some way must be found of making these opportunities available on a great scale. Here, again, many institutions, such as the League of Women Voters, are doing first rate work; but this might well be integrated with a leisure program and certainly professional education should touch it.

The second expanding opportunity lies in the use of the arts in leisure. Americans have developed in recent years a greater interest in beauty of color, sound, and form as evidenced, for example, in automobiles, in architecture, the widespread attention to concerts over the radio, and in many other ways. There undoubtedly will be need for leadership in participation in the arts, not only as hobbies, but in the more serious aspects.

In the light of all of this, the Y.M.C.A. College has changed

its name to George Williams College, after the young man who founded the Y.M.C.A. in 1844. He was one of the pioneers in the new social education of his time.

The College has now organized a Professional School for the training of leaders and, separately, a Junior College for those who are not yet ready for professional education in any field.

A series of pamphlets has already been issued and is available upon application.

(c) A Word Concerning Y.M.C.A. GRADUATE SCHOOL
Nashville, Tenn., by President W. D. Weatherford

The Y.M.C.A. Graduate School is, as its name indicates, a strict-ly graduate institution accepting only students who have college degrees and who have finished in the upper section of their classes. The Graduate School believes that the Young Men's Christian Association in the future is going to need leaders of a very high quality. They must have culture; they must know something of the general thinking of our day; they must have preparation in the fields of social and religious study. In order to secure this high type of student, the faculty of the Graduate School visit annually about fifty institutions, trying to pick not to exceed twenty-five students each year whom we are willing to bring into our student body, and to give them opportunity to prepare for the secretaryship. We do no advertising and accept no student whom we have not seen in advance.

We believe it is the job of the three Association Colleges to recruit high grade leadership for the future Association Movement, and after recruiting, to give them the very best possible training. Up to a year ago, we had placed into Y.M.C.A. work every graduate that we had turned out, and I may say that we have been producing for the last five years about as many men as the Associations in the South would absorb. Up to the time of the establishment of the Graduate School in Nashville, the South had almost no professionally trained secretaries. We now have in the South a very considerable proportion of secretaries who are graduates of this institution.

Friends of the Association Movement who recognize the strategic importance of trained leadership have contributed the money for carrying forward this work in the South; the associations have been the beneficiaries. These friends further recognize that the College located in the South helps to bring the secretaryship to the attention of the outstanding students, and brings into the secretaryship men who would never go out of the South for training for this task. The training of professional leadership is much more expensive than the training of under-graduate students. The Association Movement, therefore, must recognize that it costs money and takes time and energy to prepare the right kind of leaders - but it pays 100 per cent on the dollar.

(d) Summary of Trends Indicated by these Statements

- i. The economic pressure upon each institution has been such as to require considerable restudy of aims and scope of work. The utilization of Foundation money has for a number of years been a chief sustaining resource in certain of the institutions, and must be understood as a type of subsidy which may not permanently be available. In this situation, the capacity and responsibility of the Association Movement itself to pay for the professional training it requires must be considered with the greatest care. The recent need for increasing scholarships, and the shrinkage in student tuitions as well as contribution income from local associations under depression times, represent acute problems of current operation.
- ii The time appears to have come for a broad reexamination of the policy of the colleges with regard to training exclusively for the Association profession. The policy at Springfield which led it early to extend its resources very broadly particularly in the direction of training leaders for physical education, will be regarded in the light of more recent years as one of exceptional statesmanship, if considered from the standpoint of service to society as a whole, rather than to a particular institution. As an example of this policy, there is shown herewith a table of alumni locations by type of institution for Springfield College (Physical Department) for the past thirty years:

Teachers in Educational Institutions	1903	1912	1922	1932	1933	Increase 1912-1933
Public Schools.....	5	36	124	545	559	523
Universities and Colleges..	12	36	90	159	167	131
Private Secondary Schools..	5	13	37	76	80	67
Foreign Educational Institutions.....	-	1	11	29	27	26
Total.....	22	86	262	809	833	747

Social Agencies

Young Men's Christian Associations.....	55	99	151	191	195	96
Boy Scouts and Recreation Group.....	1	13	33	53	49	36
Churches and Clubs.....	4	11	17	31	33	22
Allied Fields.....	-	-	-	54	54	54
Private Work.....	-	5	4	6	8	3
Total.....	60	128	205	335	339	211
Grand Total	82	214	467	1144	1172	958

No one would seek to minimize the enormous significance of the service to American education and American society through this sending of more than 800 teachers of physical education into various types of institutions, particularly into the public schools. Other social agencies have likewise benefited to some degree. Although the rate of increase in Association service has been lower than in educational institutions, the showing is favorable when compared with the total number of physical directors in Association work for the years indicated.

The example above provides fruitful study in the light of the pronouncement by the new George Williams College of its plan to welcome students for training in a broad field of service related to recreational and leisure-time activities regardless of agency. From the standpoint of general social policy, there can be little question as to this proposal, although the Y.M.C.A. Graduate School continues to orient its plans strictly in terms of Association needs in the South and contemplates no departure from this policy.

In the light of the obviously changing policies of the three professional training institutions, it may be pertinent to observe that the economic factor is probably a large influence in what is being done. This may result in income and constituency sufficient to carry George Williams College forward hopefully, just as resources which came to Springfield College through the broader policy adopted long years ago have enabled it to develop along very promising lines.

- iii. *The issue for the Association Movement at this time arises out of this sober fact, namely: these adjustments represent no substantial gain in the proportion of professionally trained secretaries entering Association work.*

On page 126 of this section, the proportion of trained Y.M.C.A. College persons in the total membership of the profession will be seen to be not more than fourteen or fifteen per cent. The percentage of Association College men in the *new entrants* of recent years does not exceed this figure, except in a year when few were recruited (1931). Even if allowance be made for the return to Association Colleges by a few for continued formal professional training, it would be safe to state that not more than twenty per cent of new entrants or of men in service have had thorough courses of professional training. *The Association Movement must face whether it can solve the problems it now meets with a provision for professional training of this kind.*

It is true that the colleges have graduated more men than the local associations have been willing to employ. It is known that there is usually a difference of a few hundred dollars in the cost of securing such graduates in normal years. Nevertheless, if the courses of professional training are significant, and if the product of these institutions is one of merit, the associations should be willing to pay this difference, just as they have been willing for years to pay more money for increased general education.

- iv. *There is little evidence that the colleges are in agreement concerning the content of professional education.* In this case, the divergence of curricula for preparation of new professional entrants may be regarded as a misfortune. Slavish uniformity is not needed, but a basic curriculum might be agreed upon between the colleges and other qualified Association leaders which would perhaps more adequately serve to prepare the men needed and at the same time permit in whatever number of training institutions the Movement may require, as much flexibility and variety for electives as would seem desirable. Such a basic curriculum would lend an authority now lacking to the appeals for the necessity of formal professional education.
- c. Problems involved in Direction Finding. It will be sufficient at this point merely to epitomize some of the points which appear to require attention and broad discussion by the Association profession if directions forward are to be somewhat accurately determined. Among these are the following:
- (1) What specific units of the present-day task of the secretary require treatment in an organized curriculum?
 - (2) What would be the advantages and disadvantages of a re-determination of aims and major curriculum of professional training for the Association secretaryship?
 - (3) What measures should be taken to aid the Association colleges to provide adequately for these requirements?
 - (4) How forecast as accurately as possible the probable requirements of the Association Movement itself for professionally trained men over the next decade?
 - (5) How judge with precision the ability and the willingness of the local associations to pay for professional training prior to employment?
 - (6) Will the needs of the Association Movement be better served through the continuance of the three existing professional institutions, and the addition of other related training plans, such as those at New Haven, Whittier College, Willamette University, and elsewhere, or through the unification of effort in one adequately organized and financed institution?
 - (7) As a practical procedure, what would be the advantages and disadvantages of an Educational Commission of highest professional qualifications, including outside educators familiar with all aspects of professional education, charged with the examination of these and other problems, and the recommendation of a specific plan for the Association Movement?

Measure D: Recognition of Experience Levels

PROPOSALS

1. That this Conference adopts the plan of classification herewith presented as a policy, and limits its membership to those persons who do or may compose Group 4 of the plan.
2. That this Conference commends the plan to the National Councils of Canada and the United States for adoption as their policy in personnel matters, and for their recommendation as a guide to the practice of local associations.

1. THE PROBLEM

It is estimated that there are nearly 20,000 people now in the employ of the Young Men's Christian Associations of the United States, and probably another thousand in Canada.

By far the larger number of these persons are employed by local associations for tasks related to the operation of physical plants and the necessary clerical functions accompanying administrative procedures. These have hitherto not been considered professional positions, although some of them represent special skill and training sufficient to warrant such classification in some fields of work.

There are at present about 4200 persons listed as secretaries among the associations of Canada and the United States. This number is about one-fifth less than it was four years ago, and represents a decline directly traceable to the depression. This decline is due more largely to the recruiting of fewer secretaries than to the release each year of a number greatly in excess of the normal releases of the pre-depression period.

Manifestly there is a wide range of experience among these employed workers. Of course, not all of them can be considered as of professional standing, but all of them deserve consideration through constructive personnel policies and wise personnel administration.

Previous discussion among the professional workers of the Y.M.C.A., as well as official action by the National Councils, has resulted in practices of registration on the Official Roster of Employed Officers. It is interesting, and disconcerting, to note that the States, in their legislation on social protection, make no such discrimination as has in practice grown up in the Association. On the contrary, the States' activity in the direction of security has moved first to protect those of lower relative standing and compensation.

A committee of the Conference on the Association Profession has for some time had in hand the entire question of "grading", or the recognition of experience levels, as an aid to the development of the persons concerned and to a more systematic practice regarding their introduction into and progress through Association employment.

2. THE EXPERIENCE OF OTHER PROFESSIONS

In approaching this matter, account has been taken of the experience of other professions. A recent survey points out that there has been an average increase of four years in pre-professional entrance requirements for seven principal professional fields, and an average increase of two years in the length of the professional courses; the supplanting of the old apprenticeship plan with a curriculum of full-time pre-service study; a qualified recognition of levels in certain of the fields, but in others a pre-service apprenticeship amounting to a level, as the internship in medicine; a decrease in the number of students, and a sharp increase in the number of educated practitioners in proportion to the total number of practitioners. From this, it may be gathered that whether there are *levels of experience* in the different professions, there are at least *qualifying levels* in terms of educational preparation to distinguish those of professional standing from pre-professional or non-professional types.

3. PROPOSAL OF THE CONFERENCE ON THE ASSOCIATION PROFESSION

The proposal which follows is offered with the support of the Conference on the Association Profession as a useful step toward establishing professional standards. It may be that some part of the terminology used may not yet be entirely satisfactory to all. It is probable that, should the plan receive early adoption in principle, it should receive further study, particularly as to the administrative means required to put it into effect, the incentives to be recognized, and the integration of existing similar provisions, such as those in the Physical Directors' Society.

It is also desirable that this entire matter should be considered with reference to the existing National Council legislation affecting the registration of secretaries. The plan should be considered at forthcoming meetings of the National Councils. The existing procedures relating to Personnel Division practice regarding the Official Roster of Employed Officers must also be considered.

In taking account of experience levels as a basis for professional recognition and the stimulation of growth, it should be recognized that as a "guild," the Association Secretaryship has a responsibility for such provisions which should be fully recognized.

A Proposed Plan for the

CLASSIFICATION OF EMPLOYEES

in the Young Men's Christian Association

The following proposals for classifying employees of the Y.M.C.A. are offered for your consideration. *The plan is not retroactive.* It applies only to incoming persons.

Groups 1 and 2 comprise non-secretarial employees. No standards are prescribed for these persons other than those which local associations may impose. The classifications are for convenience only and serve to identify the employees who are not secretaries.

Group 1 Those persons employed by an association without reference to the secretaryship, as defined in Groups 3 and 4, whose responsibilities do not pertain to the conduct and supervision of program activities and whose tasks are specialized. Examples are office clerks, janitors, engineers, stenographers.

Group 2 Those persons employed by an association to conduct special program activities which require skill and training, but who come into the Association without commitment as to continuance with it or expectation of making the secretaryship a life work. Many or all of this group may work on a part-time basis. Members of this group may be called instructors, desk clerks, or any title--other than secretary--which may be useful for identification. Examples are swimming instructor, handicraft instructor, instructor in educational department, psychiatrist.

Groups 3 and 4 comprise the secretaryship.

Group 3 Those persons employed by an association to deal with its policy, program, or administration who are qualified through general educational preparation (college graduation or its equivalent) and are members of evangelical churches; or who are qualified for voting membership in the employing association, but who have not satisfied the requirements in professional training and experience to meet full status of the Secretary as defined in Group 4. Members of this group are to be called *Junior Secretaries*.

Group 4 Those persons employed by an association to deal with its policy, program, or administration who have been junior secretaries as defined under Group 3, and who in addition have served acceptably two years or more in an association capacity, one of which may be devoted during their service in Group 3 to professional training or its equivalent in graduate study; and who have been certified by the Board of Certification. Graduates of Association colleges are excepted and may be admitted to Group 4 after one year of acceptable full-time employment, and after having been certified. Members of this group are to be called *Secretaries*.

Administering The Plan

a. Any plan which may be adopted must carry with it some practical means for its enforcement. Just so long as the principle of local autonomy is practiced by the associations, the plan which may be adopted must be acceptable to the local employing associations. This means that the plan must be flexible enough to permit of local differences and yet rigid enough to secure a measure of uniformity in effect. Let us examine in detail our suggested plan to discover points which would likely call for standardized procedure to insure more uniform practice.

b. In Group 1 we do not anticipate any difficulty in interpretation. In Group 2 there are several points which should be considered further. It will be noted that these employees perform special services, either part-time or full-time, but are not interested in the

secretaryship as a life work. Yet an employee classed in Group 2 might give full-time service for life without becoming a secretary. Should one of this group desire to be classified as a secretary it would be necessary for him to qualify first under Group 3 and finally under Group 4.

c. In Group 3 the first qualification is the educational one-- college graduation or its "equivalent". Who shall determine the "equivalent" for the occasional persons concerned here? The Committee feels that with Group 3 the process of certification should begin. The employee who wishes to be classed as a secretary should make his application at this point. The Board of Certification would review the applicant's qualifications and make its recommendations either for rejecting him or for accepting him for the period of induction training in Group 3.

d. The second point in certification should come at entrance to Group 4. The Committee feels that a minimum service period, such as suggested in Group 4, should be required. At the end of this period the Board of Certification should again review the case. If the Board finds its requirements met, it would certify the applicant; if not, it might recommend that the applicant leave the Movement, take further training, or follow some other appropriate procedure.

e. Primary responsibility for administration of the plan of classification thus rests upon the Board of Certification in so far as Groups 3 and 4 are concerned. Groups 1 and 2 are determined by the employing association. The effectiveness of administration will therefore depend largely upon the Board of Certification.

f. Possible incentives to secure uniform practice in application of any plan:

- (1) List in the official roster to indicate the difference between Groups 3 and 4.
- (2) Distinguish by use of different types in the roster between associations which do and do not follow the plan.
- (3) Constituent Groups within the secretaryship might limit full membership to Group 4, allowing associate membership to members of Group 3.

g. The Association profession is not entirely without experience in the use of grading plans. Notable is that of the National Physical Directors' Society. It is understood that their experience gives substantial support to the proposal presented above.

Measure E: Sympathetic Appraisal of Ability on the Job

PROPOSALS

1. That this Conference commends the use of scales and other instruments for the appraisal of ability of secretaries in the personnel practices of local associations, and by the personnel agencies of the Movement.
2. That this Conference records its opinion that better appraisal of the ability of secretaries is a major need in Association personnel practices.
3. That this Conference records its opinion that the Personnel Committees of the National Councils will serve the profession and the Movement at a point of major need by making available and encouraging the general use of instruments for the appraisal of professional ability.

1. NOT WHETHER APPRAISAL, - BUT WHAT, AND HOW?

In a normal year there are already many thousands of formal appraisals of Association secretaries at work, or preliminary to assignment to work. Some of these take place before the man enters the secretaryship. Many of them are judgments made by employing boards at the time of transfer between associations, or by the executive when there is shift of responsibility within one association. Many of them are made when a secretary is released, or resigns of his own record. By far the larger number of appraisals occur at budget-making time when, under normal conditions, salaries are adjusted, upward or downward; or permitted to remain where they are. Many of these judgments become a part of the official professional record locally, and sometimes nationally. They determine careers.

The history of human appraisal is strewn with unfairness, usually unwitting, because too few factors are considered, or only such factors as relate to experience, general likableness, a single ability, and the like. The recent science of human appraisal, which owes much to scientific methods in general and psychology in particular, has made substantial progress in reducing the element of prejudice or unwitting unfairness from appraisal, - that is, if and as those who assume responsibility for judging the professional traits of others are willing to take pains, and to use the best instruments available.

Many people believe themselves to be "good judges of men": they feel they have some special astuteness or insight and are able "to size a man up at a glance". There is little evidence that the average man can do this. On the contrary, personnel science finds everywhere the evidence of unreliable ratings of men and the lack of the type of sympathetic appraisal of ability that one who enters upon a type of vocational service should expect.

Secretarial ability cannot usually be counted in figures, although there are some points at which figures enter into the appraisal. In general, the work of secretaries, dealing chiefly with human relationships and human values, does not lend itself easily to relia-

able judgment, whether by test, or rating device, or general estimate of value.

Lawyers' effectiveness may be judged in part by cases won; but there is even here an assumption that all jury verdicts or judges' findings are fair. Doctors' effectiveness should be judged by the number of cures, or failures to cure; but the assumption that the doctor has sole control of all factors is often false. Teachers' effectiveness may be judged by the extent to which school children grow into constructive citizens; but the home has of course much to do with the result.

How shall the effectiveness of the Christian worker be judged? How can the secretary know that his work is good? How can a professional body bring about sympathetic and accurate appraisal of ability on the job, and, beyond this, make sure that promotion and growth in responsibility shall rest on qualities of merit alone?

These large questions cannot be easily answered. It may be enough to take a single step at one time. A competent committee working on this problem has offered to the Conference of the Association Profession a proposal which it in turn passes on to the professional body of the Movement itself. This proposal is presented below.

Following the committee's proposal are reviewed some other instruments developed in recent years for the appraisal of ability in the secretaryship. These are presented not as final devices, but as suggestions for discussion and experimentation. One of them has been widely used. The other two are being brought forward for the first time. Altogether, they seem to give a basis for a fresh interest in and a new approach to this major question of appraisal.

The problem of appraisal is encountered in Chapter I on Administrative Problems; and in the sections on Recruiting, on Induction, on the Recognition of Experience Levels, on Training, and on Co-operative Security. Obviously, it is of lively interest, and of concern to every secretary.

2. A FRESH APPROACH TO THE MEASUREMENT OF QUALITY OF SECRETARIAL PRACTICE

The Committee was asked to prepare a series of statements for a scale which would describe secretarial practice at different levels of performance when the Association secretary is doing his characteristic work. The Committee has undertaken this assignment with the hope that its report will provide a basis for a scale or check-list which may be helpful in at least the following ways:

1. Aid individuals and groups of secretaries to study and evaluate their own practice;
2. Help administrative and supervisory secretaries in appraising the work of their associates more accurately;

3. Use with secretaries who have had some experience when being considered for any new position;
4. Guide prospective secretaries in training;
5. Provide a method whereby boards and committees may understand better the quality of work done by the employed staff.

The committee drew freely upon previous reports presented to the Conference on the Association Profession, especially from the Report on the Characteristic Work, made in 1930, and the Report on Competency of Performance, made in 1931. A general guiding principle will be found running through all these descriptions - that there are two classes of persons or partners concerned with almost every aspect of the professional task, namely, the layman and the employed secretary. Each of these partners in the Association enterprise has a definite responsibility: the function of a secretary is one of guidance and supervision - an engineering form of service; the function of the layman is one of policy making, operation, and evaluation with the aid and counsel of the secretary. *The quality of practice of the secretary is indicated, therefore, at almost every point by the degree to which he works as a guide and supervisor and by the number and quality of laymen who perform their complete functions with increased effectiveness.* This analysis of function suggests that the descriptions of the characteristic work of the Association secretary become also the descriptions of the work performed by Association administrative committees; or, to put it another way, there seems to be a characteristic work of the Association which is cooperatively performed by laymen and employed secretaries.

The Committee believes, therefore, that a *poor quality of practice is exhibited when the employed secretary or staff does the work directly and that a high quality of practice is displayed when the employed secretary or staff counsels or guides laymen as they plan, execute, and appraise the characteristic work of the Association.*

In the first material which follows, designated Exhibit One, the Committee presents merely a basis for appraisal without a formal scale. Work is being done on the preparation of a scale which it is hoped may soon become available. In the meantime, it will be possible to begin experimentation with the items as a means of more general judgments. The Committee is aware that until a reliable means of comparable estimates is developed, it may be questioned whether one may be compared with another. The value of the list of criteria lies chiefly in its introduction of qualitative judgment in preparation for the use of a qualitative scale when it becomes available.

Exhibits Two and Three represent other types of appraisal. The first of these is a condensation of the Confidential Achievement Rating, now in wide use by the Board of Certification and the Personnel Divisions. As shown, a composite picture of one hundred ratings of men in service is the basis for direct comparison on thirteen recently employed secretaries in the same state, illustrating the use of the "graphic scale" where checking "along the line" facilitates raters' judgments. In Exhibit Three are seen at either end of a similar

graphic scale "portraits" to indicate better and less good practice in each trait. The former scale is readily available through Association Press; the latter in limited number from the Personnel Division (U.S.). Variants of these types of rating scale are also available. The next step is to get sufficiently wide use of these instruments to develop an instrument by which reliable appraisals can be made.

Exhibit One

QUALITY OF SECRETARIAL PRACTICE

Based upon Characteristic Functions of the Association Secretaryship

a. Guides Members in Committee Service

1. Makes a report to occasional meetings of regular standing committees concerning the work which has been done by the staff
2. Develops committees according to certain general plans and policies, and finds ways of getting them to assume responsibility for phases of association work
3. Guides the Board as it develops many types of interesting and important committee service - aids these committees as they develop definite plans and procedures - advises with them as they carry forward their programs and appraise the results

b. Secures and Maintains Association Membership

1. Depends largely upon the momentum of the association to maintain the membership - conducts occasional check-up of membership income - does some personal solicitation when budget compels it
2. Aids the membership committee as it develops policies and solicits members - maintains one or more membership salesmen - relies upon annual campaign as the major method of securing members - provides opportunity for members to secure a physical examination and to indicate their program interests
3. Guides the committee responsible for membership maintenance as it continuously enlists members on the basis of friendship or special interest groups - provides individual and group diagnosis as the basis of program building - maintains participation records as the basis of intelligent supervision and greater continuity of membership

c. Enlists, Trains, and Supervises Lay Counselors and Group Leaders

1. Enlists a limited number of volunteer leaders - gives them some training by occasionally advising them concerning the way work should be done
2. Enlists a considerable number of volunteers - aids them to improve practice through personal counsel and group meetings
3. Aids the various committees as they enlist and train volunteer leaders - guides them as they improve methods, develop materials, and evaluate results - helps committeemen and counselors to discover together new meaning in their work, and experience increased satisfactions

d. Guides Membership Groups In Their Group Experiences

1. Recruits persons to participate in group programs which he personally plans, organizes, and conducts
2. Aids persons to plan activities around their own interests - gives some guidance to their improvement of method and to their achievement of a larger understanding of themselves and others
3. Guides groups as they plan, carry forward, and appraise their own activities and efforts to achieve a new understanding concerning God, worship, brotherhood, health, recreation, education, social life, money, services, etc., and to express themselves in Christian service

e. Counsels With Individual Members

1. Gives advice, either when asked for or when he thinks some one needs it
2. Counsels sympathetically with members concerning their interests and concerns - directs them to others who can give more detailed guidance

3. Secures a brief personal history of the member - aids him in discovering his interests, abilities, and attitudes - guides him into an increased sense of confidence - relates him to all available resources which will cause him to act independently and to become master of his own situation
- f. Helps Committees and Members in Their Efforts to Understand and Deal with the Effect of Social Forces upon Individual and Group Life.*
1. Personally makes occasional inquiry, forms conclusions, and determines association procedure
 2. Personally conducts some general investigations - reviews findings to the Board - recommends policies and procedures for the association which grow out of the investigations
 3. Aids association committees as they make a study of community conditions and their effect upon youth - helps them interpret their findings and formulate policies and procedures - encourages them to share their findings with other agencies
 4. Guides association committees as they work with representatives of other agencies in an analysis of community conditions and their effect upon youth - helps these inter-agency committees in the formulation of policies and procedures and in arranging for and carrying forward cooperative efforts in community-wide service
- g. Maintains Relationships with Individuals and Agencies Doing Similar Work*
1. Guides the development of the association plans and policies without knowledge of or interest in the plans and achievements of other agencies
 2. Personally participates in regular conferences of social agencies - makes some interpretations to association committees concerning the work done by other community organizations
 3. Guides association committees and individual members into cooperative investigation and planning with representatives of other agencies - aids them as they develop plans and policies to understand clearly the function of the association and its proper relationship to other social agencies
- h. Secures Contributions*
1. Works on a rather limited contribution policy - depends on finance bureaus and other external agencies for special campaigns - personally collects from established constituency
 2. Guides the Board, committees, and staff in the usual annual solicitation of a more or less established constituency
 3. Aids committees and members as they develop and operate comprehensive plans which increase each year the number of well-informed contributors and produces a sense of responsibility on the part of Boards, committees, and members to provide the necessary finances for the Association program
- i. Supervises Financial Operations*
1. Operates without any adopted financial policy and with limited financial records - personally builds a budget without due regard for careful analysis of sources of income and operating cost - pays association operating expenses as cash becomes available, with little attention to priority of obligations
 2. Works with Board and committees in building a budget based upon careful analysis of income and of operating costs, with due regard for relative values - guides the Board in establishing a sound financial policy and adequate operating records
 3. Aids committees and members as they use tested procedures for analyzing operating costs and sources of income as a basis of control - in making business features more productive - in maintaining the capital accounts, and in having an increasing number of member-groups assume responsibility for the financial operation of phases of program in which they participate
- j. Administers a building, Camp, or Other Equipment*
1. Occasionally gives attention to maintenance - has no definite policy - building and equipment deteriorate and become inefficient - creates an unattractive atmosphere
 2. Personally follows a definite policy of maintaining and repairing building and equipment - keeps atmosphere of building fairly attractive - reports conditions to the proper committee from time to time
 3. Guides the proper committees and others as they follow a definite policy of building and equipment repair and maintenance - aids these committees and individual

members to develop a sense of ownership and to take an interest in developing and operating an attractive association building and equipment

k. Participates in the Formation and Operation of Policies

1. Apparently works without any clearly defined policy
2. Guides the association along certain policies which he inherited or personally developed - reveals a good understanding of present policies and administers them effectively - occasionally interprets these policies to committees and seeks their advice concerning revisions or adjustments
3. Aids committeemen and members to guide the association intelligently in accordance with carefully developed policies, to review and revise these policies from time to time, and to create new policies when confronted with changed conditions or relationships

l. Evaluates Quality and Quantity of Work Done

1. Presents an occasional general and sometimes exaggerated report concerning the nature and amount of work done - interprets limited facts with unwarranted optimism
2. Maintains a system of records which reveals the volume of work done and the nature of it - uses various approved devices designed to indicate the quality of work done
3. Guides committees and member groups as they develop and carry forward methods of evaluating the quality and quantity of their own work and that of the association as a whole - aids them in the development and use of new and more effective devices for program appraisal

m. Selects and Supervises the Members of the Staff

1. Recruits a staff with little regard for good employment practice - plans and outlines work himself and assigns persons to discharge the responsibilities
2. Selects a staff with some care - conducts staff meetings and sponsors some staff training - gives each person a large freedom without supervision
3. Recruits a staff of varied ability and skill on the basis of tasks to be done - develops fellowship of work and study among staff members - gives helpful supervision - provides as part of association policy a plan for attendance of staff members at professional conferences, summer schools, and colleges near by - works with staff members on study and research projects of value to the association

n. Maintains Relationships with Professional Groups within and without the Association Movement

1. Attends an occasional meeting of his own professional group
2. Participates regularly in meetings of his professional group and makes some contribution in preparatory committee service
3. Carries on and reports studies as a committee member of a professional group engaged in projects designed to further the quality of the work of the profession
4. Carries on research of a nature that makes a significant contribution to the total field of religious and character education - reports the results of such research in professional journals

o. Interprets the Aims and Achievements of the Association to the Membership and to the General Public

1. Gives little or no attention to the interpretation of the association
2. Makes an occasional address - arranges for a few newspaper stories - prepares membership folders and other announcements - presents a summary report at the annual meeting of the Board.
3. Guides association committees as they give information to the membership - makes contacts with the newspapers - enlists new speakers - prepares general printed materials, campaign documents, special reports and other presentations, as a means of interpreting the aims and achievements of the association

p. Aids Men and Boys in their Effort to Achieve an Understanding of Life and a Sense of Fellowship with God

1. Conducts formal religious meetings - relies upon creeds and ceremonies to develop religious life
2. Propagates, through meetings and Bible classes, certain formal conceptions of religion and life - relies upon familiarity with certain religious literature and upon observance of certain practices to develop religious life

- Guides individuals and groups as they examine their practices and experiences and seek to interpret their meaning - aids them as they look for help in the life and teachings of Jesus and other great religious leaders - participates in the worship experiences which result from such search and investigation
- Aids committees and members as they seek to help persons in their fundamental social adjustments and in their life purposes - participates with individuals and groups in their attempts to understand and experience the values which Jesus and other great religious leaders discovered through their life experiences - helps others to interpret the deepest ideals and values of the race in terms of daily experience, and shares with them the sense of fellowship with God which results from such experiences.

EXHIBIT TWO

CONFIDENTIAL ACHIEVEMENT RATING

Name _____
 Address _____
 Present Position _____
 Date _____

SUMMARY OF 100 RATINGS OF SECRETARIES IN A CERTAIN STATE

Horizontal black lines indicate the portion of the scale over which ratings for these secretaries extended. The higher vertical shading connects points on these trait-lines between which the middle fifty per cent of the ratings of these secretaries were found. The thin black line is about the middle of the shaded portion in the mean rating, that is, the average rating for all secretaries rated. Thirteen of the one hundred secretaries had recently entered the secretariat. Their average rating is shown by the heavy black vertical profile line. It is invariably below the group average, and displays characteristics common to the others.

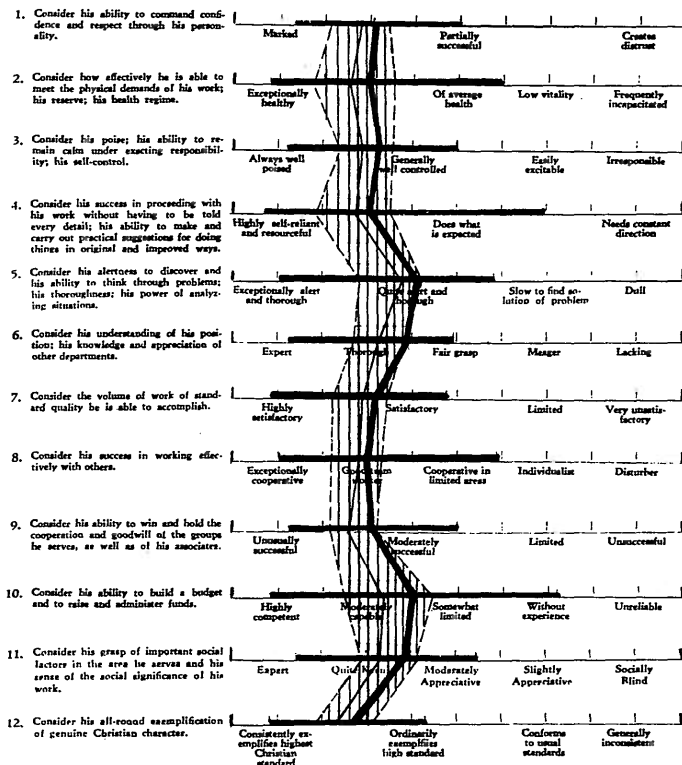


EXHIBIT THREE

Appraisal of

By

Below are listed 11 "qualifications" which are believed to be essential for the successful performance of important Executive functions in Young Men's Christian Association work. At the right and left are "portrait" statements describing less effective practice (to the left) and more desirable practice (to the right). Check somewhere in the two spaces on each scale from left to right according to the relative position of the candidate.

His personal approach to groups and individuals has sometimes been unfortunate; while there is no marked evidence that his personal qualities have helped him win the confidence and goodwill of those with whom he works.	1. PERSONALITY	He has uniformly commanded the utmost respect and confidence thru his personality; he has received noteworthy expressions of the goodwill and support of the brotherhood and appears to symbolize its purposes.
His physical strength has frequently been unequal to the demands of his work; he has not succeeded in so ordering his work and his health program as to overcome this difficulty.	2. HEALTH	He has met effectively the physical demands of other very taxing positions and thru proper health regime has consistently maintained an adequate physical reserve.
He tends to become excited under strain and when criticized assumes a combative attitude of personal defense.	3. POISE	Under varied responsibilities he has maintained consistent poise and self-control; he has remained calm under unusually exacting circumstances; he has on occasion not only endured continuous criticism but regularly turned it to constructive uses.
He has sometimes mistaken detail for the main objective and is likely to give undue attention to the immediate task with insufficient regard for its ultimate significance.	4. MASTERY OF DETAIL	He has carried on the work of major positions without becoming absorbed in detail; he has regularly developed improved methods of work; he characteristically envisaged work-plans and working relations of more than local scope and immediate significance.
He does not always find the true center of his problem; he tends to approach all situations with the same formula; he is apt to reach conclusions without regard for new evidence or changing conditions; at times he gives more weight to personal opinions of friends than to facts.	5. MENTAL ATTITUDE	He has shown marked ability to discover and think thru important problems; he analyzes situations of varying complexity; to examine all sides of questions; to base judgment on adequate evidence; to recognize changing conditions.
In previous service he has shown a tendency to work along well accepted lines without recognizing the broader opportunities of his position and the possible significance of his part in a national and international movement.	6. KNOWLEDGE OF MOVEMENT	Throughout a career including significant local and movement service he has shown a clear understanding of the requirements of his position and of related services and has always contributed a balanced organizational sense.
He is somewhat erratic as to both the quality of his work and the certainty of its completion; he seems to work by "inspiration" rather than an ordered plan; in guiding the work of others he is unable to distribute the load evenly and bring united effort to successful conclusion.	7. ACHIEVEMENT	He is recognized as a man who accomplishes results; who does the required work at standard quality; who regularly plans in advance and works to calendar, and who has consistently guided others in corporate achievement.
In working with others he tends to shoulder all the responsibility; he restricts the initiative of those to whom work is delegated; he is apt to be dogmatic and arbitrary in directing the work of others; his staffs have not worked harmoniously or effectively and have not yielded any strong leaders.	8. LEADERSHIP	He has shown exceptional ability to work effectively with others; to stimulate initiative and use the contribution of colleagues; to make staff and group work educationally effective; to resolve conflicts and create morale.
In building budgets he is too easily swayed by immediate exigencies and without due consultation he raises or lowers the amount on the basis of the most obvious and easiest method; while his campaigns are often said to be forced thru by a few influential leaders without the real confidence and support of the community.	9. FINANCING	He has consistently shown skill in building sound budgets; has raised and administered funds under widely ranging circumstances; has effectively related responsible committees and associates to these processes; has always developed in the constituency served a definite and growing sense of proprietorship.
He has favored a rather stereotyped local program limited largely to the Association membership and holds the view that it is not so important for association to concern itself with groups outside its immediate constituency or with other social agencies.	10. SOCIAL INSIGHT	His Association leadership has been swayed by clear discernment of important factors in community, national, and world life; he has given deliberate and careful attention to conceiving and bringing about combinations of social forces leading to improved understanding and progress.
His religious experience seems to have been of a conventional type comprising accepted forms of worship, unchanging ethical codes and occasional confusion between emotional lapses and intellectual judgments.	11. SPIRITUAL LIFE	Both his personal and official life have been characterized by the ability to see, feel, and embody spiritual values; to exemplify Christian character; to give forceful leadership in interpreting the Movement's objectives.

Measure F: Definition of Ethical Practice and Relationships

PROPOSALS

1. That this Conference hereby adopts the Code of Ethical Practice and Relationships as a guide to ethical practice and relationships within the Association Profession.
2. That this Conference requests its incoming chairman to appoint a special committee to study and revise the suggested Code of Ethical Practice and Relationships, and to bring the revision before the next meeting of this Conference for consideration.
3. That this Conference requests the Conference on the Association Profession to seek suggestions for the improvement and revision of the suggested Code of Ethical Practice and Relationships, and authorizes that Conference to publish the revised form, which shall then stand, with the endorsement of the Conference on the Association Profession, until the next meeting of this Conference.

Note: The proposals above present different possible ways of dealing with the suggested Code offered herewith.

4. That this Conference commends the proposed Code to the several Constituent Societies, to State Employed Officers' Societies, and to local staff groups for study.
5. That this Conference accepts the recommendation of the Conference on the Association Profession for the establishment of a Reviewing Committee to insure fair consideration of cases where dismissal or professional incompetency is involved. The incoming chairman and executive committee are hereby authorized:
 - a. To appoint a Committee of Review, representative of the Employed Officers of the United States and Canada, to review cases involving claims of injustice from dismissal or charges of professional incompetence.
 - b. To establish the general procedures for the functioning of this Committee.
 - c. To publish in *The Forum* the names of the Committee and a statement regarding its functions and procedures.

The Association Secretaryship is a "contact" profession, - that is, it deals primarily with persons, and expresses itself through various relationships of a personal character.

This Measure presents an organization of certain of these relationships and practices in the form of a definition or code so constructed as to facilitate its use in the maintenance and improvement of these contact relationships. The statement to follow is the work of an able committee which has examined the place of such definitions of ethical practice and relationships in the development of other professions.

This material is presented as probably something less than final. It is offered as a basis for discussion and consideration not only

in the larger professional meetings of the Movement but among various state professional groups, constituent group gatherings, and local staffs as well.

One of the most important elements in the effectiveness of such Codes of Ethics, as other leading professions have found, is the widest possible participation of members of the profession in their preparation and adoption.

Ethical questions arise at diverse points in the practice and relationships of secretaries at work. An evident lack of common understanding exists in the secretaryship as to what best practice is, while those who have given most study to the problem assert that to some degree practices exist which ought not escape the consideration and judgment of the professional body if the largest professional usefulness is to result.

The ethical standards of the secretaryship are probably constantly influenced by those members who are most sensitive morally. Standards acceptable in practice to the majority will at any particular time be somewhat lower than the ideal. A definition of ethical practice and relationships, to be effective in lifting general practice, must be phrased in practical terms, without loss of the ideal element. A code should be looked upon as a growing thing, subject to periodic modification in the direction of the ideal as well as to changing conditions. The consideration and early adoption of a definition as proposed may mark an important milestone in the effectiveness of the Young Men's Christian Association Secretaryship. From this point of view, and with the earnest exhortation to all secretaries as well as employing boards to give the matter earnest study, the following definition is offered:

DEFINITION OF ETHICAL PRACTICE AND RELATIONSHIPS FOR THE ASSOCIATION SECRETARYSHIP

A. PREAMBLE

1. "The Young Men's Christian Association we regard as being in its essential genius a world-wide fellowship of men and boys united by common loyalty to Jesus Christ for the purpose of building Christian personality and a Christian society." Individual associations and state, area, national, international, and training agencies employ a secretariat to give *professional* leadership in accomplishing this purpose. In order that the aims of this fellowship may be more fully realized, and that secretaries may bring to their professional relations both high standards of conduct and proper procedure in personnel matters this Code has been developed.

B. PRINCIPLES FOR INDIVIDUAL GUIDANCE

Personal Development

2. The Christian character of the organization he serves and represents lays upon each secretary the obligation to embody as completely as possible those qualities of life so perfectly exemplified in

the earthly ministry of his Master. Continuous study of the life and teachings of Jesus, combined with prayerful meditation and personal effort, are essential to the realization of this high ideal.

3. True loyalty to the organization also demands continuous professional growth and development. To insure this, the secretary must improve his effectiveness and skill by study, worship, recreation, and rest; and through contact and cooperation with the members of his constituent professional group and the leaders of the supervisory and training agencies. He will also seek to develop as wide a range of interests and acquaintance as may be consistent with his special responsibilities.

Advancement of Association's Interests

4. The secretary will be loyal to the total objective of the Young Men's Christian Association; and he will test his work by the degree to which Christian personality is developed and a Christian social order becomes operative among his constituency.

5. In organization, public appearances, or the preparation of publicity, he will not overemphasize the association or any of its parts as a means of advancing himself or the department in which he is especially interested or skilled. He will be loyal to the total objective of the Young Men's Christian Association. He will seek to associate with himself other equally able men rather than to develop an unbalanced organization with his particular skill dominating. If phases of the work for which he is immediately responsible develop out of proportion to the total program of the association, he will always be ready to cooperate with the executive officers and other departments or divisions to achieve a higher common level.

6. When changes in the program or policy of the association are proposed which may threaten to reduce the prominence, the prestige, or the independence of the work to which an employed officer is primarily related, he should urge the consideration of all factual material. Furthermore, he should not allow his personal interest or pride to stand in the way of the association's largest usefulness and service in the community. He should be hesitant in urging his opinion upon others if his own personal interest is involved.

7. Loyalty to the association's constituency demands that in his professional relations with the members, interest groups, committeemen and board members, the secretary will observe the same scrupulous guarding of confidential information as in other professions having personal relations with their clients.

8. In securing members, contributions, volunteer service, or community good-will, the secretary will be governed by the highest ethical principles. He will avoid sharp practices in all business dealings, will recognize the sacredness of contracts, and will conduct all fiscal transactions of the organization in a manner consistent with the Christian purposes and program of the association.

9. The secretary should feel obligated to handle all association funds as directed by the policies of the governing board or managing

committee and in accordance with the expressed wishes of the donors, provided such a policy should not prove to be an end in itself or operate against the primary objective of the association.

10. Since the conduct of a secretary's personal financial affairs often reflects upon the organization he serves and his profession, he should handle all such matters in accordance with the highest business ethics.

Liberty and Responsibility

11. The secretary should feel free to exercise his full liberties as a citizen, including the right to express his own personal convictions on social, economic, religious, and political issues. Since a secretary chooses to render his major service through the channels of the Young Men's Christian Association, he is under obligation to recognize certain inevitable responsibilities and limitations, due to the effect of his personal acts upon the total usefulness of the association.

12. Where there is mutuality of concern on the part of other community agencies and professional workers in the cause of righteousness and social welfare, the secretary should cooperate to the fullest extent with churches, other religious bodies, schools, social agencies, and constructive community organizations. Unless definitely a part of the agreement between the secretary and the employing association, it is regarded as unethical for an employed officer to accept supplementary compensation from other organizations in the community to which he may render professional service.

Cooperation

13. The general agencies, international, national, state, and training, are created by the local association leaders and are responsible to them. Every employed officer should, therefore, help make these organizations effective and vital in developing and interpreting the best interests of the Movement.

14. In behalf of professional security and helpfulness, the secretary should cooperate with his associates in the enterprises organized and set up for these purposes.

Relation to Other Secretaries

15. A genuine loyalty to the profession will prevent a secretary from making unfriendly criticisms about other members in the secretaryship, particularly his own predecessor or successor. This will also be true in relation to his staff associates, except to a supervising official.

16. Cooperation between executive and staff secretaries should be founded upon a mutual respect for the responsibilities of each. The transaction of official business should always be through the agreed channels.

Tenure of Office

17. The mutual interests of the employing association and the employed officer will be served best if he remain in a given position a sufficient length of time to render an adequate service. Too frequently secretaries seek other positions just as they are becoming of greatest service, with fuller appreciation and commensurate rewards in the immediate future. However, when an employed officer is convinced that a change is necessary or desirable without serious damage to the organization, nothing other than local agreements or contracts need prevent him from taking the initiative in seeking opportunities for such change.

C. ETHICAL PROCEDURES IN PERSONNEL RELATIONS

Standards of Admission

18. Members of the profession and employing associations, recognizing both the vital need for the Association's ministry to youth and the delicacy of the secretary's work in Christian guidance, should challenge the ablest and most devoted men available to consider the Secretaryship as a field for the sacrificial investment of their lives; but in order to raise the standards of the profession, only those should be recruited who meet the requirements of certification as established and administered by the national Board of Certification.

Basis for Appointment or Promotion

19. Reliable information regarding both the abilities and limitations of a candidate should be in the possession of the employing association to prevent the engagement of incompetent personnel. The qualifications or competency of a secretary, including his character, professional skill, organizing ability, and cooperative capacity shall be the sole determining factor in appointment and promotion.

Contracts

20. It is desirable that all agreements between a secretary and an employing association shall take the form of a written contract or an exchange of correspondence covering terms and conditions of employment and their acceptance. A contract once made in good faith should be honestly adhered to until it is dissolved by mutual consent, or by either party as provided in the original employing agreement.

Transfers

21. An employed officer should not be approached with an offer of another position unless his employing association is notified or consulted at the same time. The man sought should know of the position open to him, even though his supervisory officers deem a change undesirable.

22. In a transfer, all parties are obligated to consider the interests of the association which the employed officer is leaving, the one to which he is going, and the man himself. Action initiated by a general agency representative concerning the transfer of an em-

played officer should always be taken with consideration for and, as far as possible, in cooperation with, the associations involved.

23. The practice of visiting summer schools, conferences, and conventions for the purpose of securing secretaries is discountenanced as a disquieting process and a perversion of the purpose of such gatherings.

24. Every placement, resignation, or transfer should be recorded promptly with the personnel office of the National Council and the state or area committee.

Salary Criteria

25. Salary levels should be determined by valid criteria, and should be on at least as high a level as salaries of other comparable professional groups in the community.

26. In determining salaries, undue weight should not be given to executive leadership if true fellowship within the profession is to be maintained. The responsibility rests upon the executive to see that his associates are relatively as well paid as himself in proportion to their usefulness to the association.

27. When salary adjustments are deemed necessary, fairness frequently necessitates they should be made on an exemption or graded basis as against a straight percentage cut or increase.

28. Staff consultation is desirable in developing or reviewing general salary policies. A personnel committee should be part of this process in the larger associations.

29. In times of depression and national unemployment it is unethical to release capable employed officers and non-professional workers who are established in their positions, committed to their tasks, and meeting efficiently the requirements of their position, before all salaries have been adjusted to living costs or until other equivalent positions have been secured for the persons released.

D. REWARDS AND PENALTIES

30. The principles here set forth have been wrought out in the long experience of the Movement and tested in the lives of many successful leaders of associations. Adherence to them is at once the privilege and obligation of every employed officer. Continuous growth and increasing effectiveness will be evident in the life and work of the man who faithfully adheres to "The Principles for Individual Guidance" (Section B), while growing sterility of results will accompany their deliberate and continued violation. No greater incentive for their faithful observation could be held out to the conscientious secretary and no other penalty need be provided.

31. Where flagrant, deliberate, and continued violations are observed, executives, department heads, or representatives of the general agencies should investigate the facts and seek in friendly fashion to aid the individual to change his ways. If they fail, af-

ter patient, persistent efforts, it is their solemn duty in loyalty to the profession and the Movement, to take such steps as may seem advisable under the circumstances.

32. The professional standing of any secretary should not be allowed to suffer for lack of due consideration on the part of his associates or the association employing him. This should insure that, if a secretary received unfair treatment by an employing association, his professional record would be cleared by an appropriate Committee of Review. In case he was incompetent, accurate information regarding his case would be made available to prospective employing organizations.

The committee under whose auspices the foregoing definition of ethical practice and relationships was prepared were responsible for the preparation of certain auxiliary statements whose principal emphasis is reflected in the definition but which are worthy of special display and study. Space forbids including more than one of these, as follows:

Ethics Involved in Cases of Dismissal or Serious Incompetency

a. The Professional Standing of any Secretary Should Not Be Allowed to Suffer by Unjust Treatment Accorded Him

Although a fairly broad inquiry would seem to indicate that cases where flagrant injustice had been done are not numerous, yet it is evident that occasional cases do occur to such extent as to warrant protective action.

Usually these cases have occurred through lack of knowledge on the part of local boards of directors, personal misunderstandings, unwarranted prejudices, or selfish attitudes.

Although it would be impracticable to restore the secretary to the status of his former relationship if it developed that the dismissal was unjustified, yet such a situation should not be permitted to affect the man's professional standing or to be prejudicial to his securing a comparable position elsewhere.

b. Every Association Should Be Protected from the Misfortune of Accepting a Disqualified Secretary, because of Not Possessing Full Information Regarding his Weaknesses or Delinquencies

Occasional injustice has been done the Movement by the employment of secretaries whose past experience could warrant no other course than their withdrawal from the profession.

It is believed that a procedure can be developed which will aid in meeting this problem and that the Association profession has advanced to the point where a sort of court of inquiry or of reviewing committee should be established. Other professions furnish sufficient precedents for such a provision.

It is therefore, recommended:

That there be a National Reviewing Committee to insure fair consideration of cases where dismissal or professional incompetency is involved.

It is suggested that both administrative and program responsibilities be represented in the personnel of this Committee.

Inasmuch as this requires a formulation of good procedure embracing the entire professional body, it is suggested that this Committee be authorized and appointed by the Employed Officers' Conference of North America.

Recourse to this Committee could be had by the individual secretary or by the association, whenever a problem arose involving implications of dismissal or incompetency. Data would be secured and considered, opinions weighed, and an unbiased decision reached.

Measure G: The Establishment of Cooperative Social Protection

PROPOSALS

1. That this Conference records its opinion that a Christian regard for security of Association employees will take equally into account the professional and the non-professional workers, and this in relation to all of the five criteria listed on page 171.
2. That this Conference records its opinion that the Personnel Committees of the National Councils will serve the interests of the associations and of the Profession by:
 - a. Bringing into conference about the total problem of security for Association employees those persons who are related in an official or responsible way to the various security enterprises of the Movement.
 - b. Issuing a model outline of local association practice in relation to security for its employees.
3. That this Conference recommends to each Constituent Society the formulation of a statement of those matters of security which seem to it to be important.
4. That this Conference commends the proposals for social protection of both professional and non-professional workers as represented in "Plan B" of the Y.M.C.A. Retirement Fund, and regards it as desirable that this plan be put into operation at the earliest possible date.
5. That this Conference commends the Employed Officers' Relief Fund for its useful service, and calls upon every employed officer to contribute to it. It commends also the proposals to establish an endowment for the Fund as a phase of a total security provision.
6. That this Conference endorses the conclusions of the study on "The Effects of the Retirement Fund," as shown in this report.

Probably no subject of the present volume represents more careful preparatory thought than that of cooperative security, or as it may perhaps better be termed, cooperative social protection.

The presentation speaks for a group of Association workers who number nearly twenty thousand in all. These workers have experienced the uncertainties of the recent years. They have seen their fellow-workers drop along the way, perhaps one in five or even more. The fear or actuality of unemployment has made them all sensitive, professional and non-professional alike, to the justice of some undergirding protection, as well as to the need of practicing personal thrift. Moreover, it has vividly shown the need of a security that is more than economic in nature, - something that rests in opportunity to work, grow, think, and act in harmony with one's best abilities. Out of this experience has come a new frankness upon the whole

problem, perhaps a new sense of kinship and common interest less clear formerly between professional and non-professional workers, and the creation of measures worthy of study, revision, experiment, and adoption.

The principal report which follows was organized under the direction of the Executive Committee of the Conference on the Association Profession itself, was examined in detail by that Conference, and is presented here with certain timely findings and proposals.

There follow two briefer statements, one of anew Plan B proposed by the Retirement Fund to increase the security of all Association employees at an earlier age and under some additional benefits beyond the present Retirement Fund benefits for professionals; the other the announcement of the Y.M.C.A. Relief Fund concerning an important Endowment Proposal. Each of these items must be considered urgent.

A second extended report summarized an exhaustive study made under the auspices of the Conference on the Association Profession of "The effect of the Y.M.C.A. Retirement Fund on the Association Secretaryship." A competent special committee gave untiring attention to this appraisal of the Retirement Fund after ten years of successful operation. The limits within which the examination was carried are stated in detail in the introduction of the section. The findings are stated on page 187. They will be a cause of satisfaction to all, even if the present provision does not and cannot cover all of the security needs of the Association secretary and his non-professional colleague.

In connection with these various contributions to the problem, it is desirable for Association leaders to note urgent needs in illness and unemployment as well as in hearty survivorship to and beyond retirement age, with equities intact. The Movement and the profession which has thus far provided so liberally for those of professional standing who do survive should not have great difficulty in taking account of those professionals who do not remain in service, particularly those who experience enforced unemployment, and of those who work with equal devotion as non-professional workers.

1. THE SECURITY OF THE ASSOCIATION WORKER

A resume of some of the broader aspects of security of professional and non-professional employees of the Young Men's Christian Association

The Young Men's Christian Association employs a large group of persons in a variety of professional and non-professional capacities. As persons, they are entitled to security of a type which in all its details, both of intent and expression, can be described as Christian.

Security of these persons employed by the Y.M.C.A. is modified to the extent that such persons feel secure or insecure about:

- a. The opportunity for growth as persons.
- b. A plan of personnel records which assures adequate recognition of professional competence in practice and growth.

- c. The right to think and act in harmony with their growth and competence.
- d. Assurance of effective aid in re-location after release from an association.
- e. Adequate compensation for immediate needs in unemployment, sickness, old age, and death benefits for dependents.

a. *Opportunity for Growth.* Associations sometimes neglect to provide or to insist upon adequate study, conference, inspection, or supervision in the various enterprises for which they employ professional or non-professional workers. The very success of many association enterprises implies a change in the environment of that enterprise. The experience of this change reveals new needs, and requires new understanding on the part of those persons involved in giving direction or service. Opportunity to develop new skills in meeting these new needs is imperative, and leads to a distinct sense of insecurity when such provision is not made, because through this lack such persons feel they are becoming unemployable in other and different fields. It frequently happens that in times of crisis, local associations release persons in their employ who are most competent, and consequently receiving the most money, in preference to less competent but much cheaper persons. This seems to be an unfair practice for both groups, and it is especially unfortunate when opportunities for growth have been or are denied.

b. *Sympathetic Appraisal and Record.* Every employee of the Association should have the sure knowledge that the quality of his work is being recorded by sympathetic, understanding supervisors. It frequently occurs that men doing excellent work in very subordinate or remote places are completely isolated from those forces which would be most helpful in their own continued growth and assignment of new and larger tasks. (See Measure E, page 154).

c. *Freedom of Thought and Action.* As a group we seek to understand changes and developments in our common life and in the social order. Social and economic action follows no stable pattern. The employed personnel of the Association should not be subject to the insecurity often put upon them because of their non-conformity to some particular social or economic pattern. There should, however, be a definitely understood statement prepared which would set forth the area in which *stability* on the part of an individual employee could be judged. For instance, it is a *dependable* fact that all Association workers, whether employed or otherwise, are interested in personality values, these values being *stabilized* around the life and teachings of Jesus. For example, if an individual is employed as a physical director to help others through this professional work come to a better understanding and respect for personality which we call Christian, he is sometimes made to feel he is insecure because in politics he may vote the Democratic instead of the Socialist Ticket, or attend the Baptist instead of the Episcopal Church, or attend the meetings of the League for Industrial Democracy instead of the meetings of the American Legion. Freedom of the secretary implies his concurrent recognition of the organization's legitimate

interest. (See Proposed Code of Ethics, paragraphs 11 and 12 on page 165).

d. *Effective Aid in Re-Location.* When conditions do come about requiring that some employee of an association can grow best or contribute most to the immediate situation by withdrawal from it, he should know that the entire resources of the Movement are being used to help him find suitable and immediate opportunity to continue his own professional or technical service to society. It frequently happens that released employees of the association are the last to receive some of the services which the Association prides itself upon maintaining.

e. *Immediate Needs.* In any community there are basic living costs for housing, food, etc. The size of the family and number of dependents have been determining factors in these basic costs. Some recognition must be given to this fact in adjusting income among the persons employed in such a socially unified group as a Y.M.C.A. staff. Experience of the National Council staff in adjusting incomes during the past two years; the practice of the New York State Committee in determining basic salaries; and the long continued experience of the Foreign Work seem to furnish a type of practice which the Association as a whole should consider carefully. It is further apparent that the insurance protection of the Employed Officers' Alliance is in effect a benevolent fund. This fact should be carefully explained to all younger secretaries in order that they may not confuse the essential insurance protection with commercial types of insurance, which types normally include a cash reserve. It should also be carefully explained to all Association participants in the Retirement Fund and the Alliance that this protection stops at the termination of Association employment. It is doubtful whether organizational pressure should be used to cause young employed officers to participate in the Retirement Fund or the Alliance without fair consideration of all these facts. Except for the Secretarial Relief Fund, no provision has been made for security in sickness or in unemployment, or toward an endowment fund at least to cover sickness. In these respects we have been neglectful.

f. *Some Conclusions*

- (1) Security cannot be guaranteed apart from the concern and cooperation of others in a social order.
- (2) The sense of security is conditioned in the setting, both local, Movement wide, and community wide, in which a secretary finds himself.
- (3) Factors in that setting involve competency, income, opportunities for growth and advancement, and relations to both lay and professional groups.
- (4) Competency insures greater security when based upon skill rather than upon organizational connections.
- (5) In times of depression, security is predicated upon the Association's personnel policies as to salary, sharing work, dismissal practices, and other personnel practices.

- (6) Seeking continued security by trying to *maintain* salary levels does not appear to be an adequate procedure.
- (7) The Retirement Fund and Employed Officers' Alliance cannot be considered large factors in security of employment, in that they become inoperative upon loss of employment and provide security only to the survivors.
- (8) Security of employment should not be dependent upon conformity to prescribed social and religious views.

g. Some Proposals and Recommendations

- (1) All associations should adopt carefully studied personnel policies which will afford guiding principles looking toward increased security.
- (2) Recognizing security as basic to morale and efficiency, workers and associations alike should press toward discovery and adoption of suitable plans while the lessons of the depression are still vivid.
- (3) While associations as employers should be encouraged in urging and adopting the best practices, it is important that such employee groups as the Conference on the Association Profession, the Employed Officers' Alliance, and the constituent societies give major attention to the security problem.
- (4) Each constituent group of the Employed Officers should draw up a statement of the security items which to them would seem to be important.
- (5) It is suggested that all individuals within the Brotherhood who have been appointed or elected to some responsible relationship in all these security enterprises, should unite in some definite but informal discussion of the total picture.
- (6) To the end that competence may be more definitely linked with security, further study must be given to improve selection, induction training, and appraisal, looking to the promotion and retention only of those showing most promise. Also, associations must recognize an obligation to foster growth in competence and consequent security. There should be adequate local personnel policies which provide for an appraisal of competency, and an insistence upon adequate study, conference, and supervision to provide for the development of new skills to meet the new demands of a changing situation.
- (7) A careful statement should be prepared setting forth the area of social, religious, and economic thought in which *stability* on the part of an employed officer could be judged.
- (8) Workers entering Movement security plans should see the two forms of provision in true perspective. Existing security plans of the Movement based on survival in the occupation should be reviewed with reference to lessening the penalties of non-survival. Every employed officer should be encouraged (without undue pressure) to adopt the retirement, insurance,

and relief plans offered within the Movement; but should be encouraged with equal definiteness to carry other insurance not dependent upon employment within the Y.M.C.A. Failing to participate in Association security plans should not affect his total security.

- (9) Associations should study the basis of salary levels predicated upon needs and other valid criteria, both in setting salary standards and in making salary adjustments. In general, the maintenance of a fairly high salary and wage level is the best guarantee of economic security.
- (10) In times of national unemployment, capable employees who are efficiently meeting the requirements of their positions should not be released until all salaries have been adjusted to local living costs or until equivalent positions have been secured for them. Weight must be given to minimum comfort levels.
- (11) More nearly uniform and equitable dismissal practice should be sought. When and if it becomes necessary to release workers, an adequate dismissal wage should be given to afford a reasonable time in which to make adjustments toward securing other employment.
- (12) Every aid and consideration should be given association employees who are released in securing a new position either within or without the Association.
- (13) Sound state legislative plans for unemployment reserves should receive the study and support of associations. Meanwhile, associations should explore possibilities of providing their own unemployment reserve plans cooperatively.
- (14) Non-secretarial workers should as rapidly as possible be included in all present and new security plans.
- (15) There should be further investigation of the place and value of contracts.
- (16) Reserves and endowment funds are needed for the maintenance of leadership as well as equipment.
- (17) Democratic methods of studying all security problems should be encouraged.
- (18) The National Councils should be encouraged to establish an outline Association practice for security which would serve as a model.

2. A PROPOSAL OF INTEREST TO ALL ASSOCIATION WORKERS

"P L A N B"

The Y.M.C.A. Retirement Fund has recently proposed a plan for the social protection of both non-secretarial and secretarial workers, which it has called "Plan B". This plan is similar in many respects to the existing one. Some of its characteristics are as follows:

It would be open to all full-time employees of Y.M.C.A's.

It would carry a retirement allowance available at any age from fifty to sixty-five on a gradually increasing rate (but with no change in rate after retirement);

Also a disability allowance; and a sickness benefit;

Also a death-in-service insurance; and a death-after-retirement insurance;

And, finally, provision for withdrawal of personal contributions.

As drawn, the plan contemplates participation by both employees and associations.

Premiums are based upon a percentage of salary, and upon age at the time of joining the plan.

It would be equally available to men and women employees.

It would not raise an "accrued liability fund," as was done in the case of the Retirement Fund proper for professional workers.

The plan would supplement but not supplant the present Fund.

It offers another type of benefit, for which there has been a demand, under rates and conditions which will permit the plan to pay its way.

It would operate under the supervision and management of the existing Retirement Fund office, with State supervision as at present.

The current depression has prevented vigorous promotion of this project. It would require underwriting by local associations at a rate somewhat similar to if less than that obtaining with the present Retirement Fund. It would not provide any current resources for unemployment, save in case of disability.

Plan B stands as an extension of the principle of cooperative security. It is understood that it might be possible to inaugurate this plan without general participation by a large number of associations. Certain larger association units might undertake the plan by themselves under conditions which are not insuperable.

3. THE ENDOWMENT PROPOSAL OF THE EMPLOYED OFFICERS' RELIEF FUND

This estimable organization, which has so long lent its heart and help to secretaries and former secretaries who are in desperate physical need, is making plans to raise an endowment fund concerning which the following announcement has recently been released by the chairman of a special committee for the purpose. It is understood that further formal announcements will be forthcoming from this committee. Such a volume as this dealing with the concerns of security would be remiss to fail in giving attention to such an undertaking as a worthy part of a total task.

A Suggestion - Not a Campaign

This (letter) goes to you about the Relief Fund because the

Y.M.C.A. is faced with the necessity of caring for its employed officers, some of whom for various reasons cannot qualify for the benefits of the Retirement Fund, and yet who are in desperate need of financial help. The purpose is to tell you:

- a. That it is planned by the Relief Fund Committee to raise an Endowment Fund of \$100,000.
- b. That a Committee has been appointed to study the matter and in appropriate ways to keep it before the Brotherhood, preparatory to the time when active effort may be made.

Naturally the question arises: What an endowment fund?

- a. A plan to enlarge and stabilize the Relief Fund is necessary.
- b. The number of beneficiaries is likely to increase.
- c. Most of the present beneficiaries greatly need increased grants. Time will probably not lessen this necessity.

Although the Committee on Endowment does not now expect an association to promote the matter actively or publicly, it seems appropriate to keep in mind that there are two courses from which, in time, endowment funds might be had:

- a. From a fair number of employed officers by gifts while living, or by bequests.
- b. From friends of the Association who, if they knew the needs, would have a part in establishing an endowment fund.

With the hope that this matter will receive your thoughtful attention, and that you will favor the Committee with your suggestions,

Sincerely yours,

John W. Cook, Chairman.

April 3, 1933

4. THE EFFECT OF THE YMCA RETIREMENT FUND ON THE ASSOCIATION PROFESSION

The Y.M.C.A. Retirement Fund is now in its eleventh year of active operation. During this time the Association Brotherhood has accumulated considerable experience in the workings of a retirement system. The closing of its first decade of operation is a logical time for a re-appraisal of its effectiveness. The report which follows is the result of a study of the *effect of the Retirement Fund on the Association profession*, made by a committee of secretaries with the help of two lay members, formerly secretaries, all of whom were appointed by the chairman of the Conference on the Association Profession.

Inquiries to approximately 2000 persons brought from 879, or 44.2 per cent, critical and helpful replies on specially prepared questionnaires. These included 179 retired secretaries, 143 secre-

taries approaching retirement, 76 young men at the threshold of their career, 268 participating and 140 non-participating secretaries, and 73 presidents of associations.

It should be understood at the outset that this effort was to do no more than to find what the *Retirement Fund plan as we now have it* has done to the Association personnel. It was not an attempt to analyze critically the plan itself. It was to be expected, however, that this study would produce some constructive criticisms regarding our Retirement system that could be referred to the Trustees of the Fund, since to them full responsibility for its development and management has been entrusted by the Association Brotherhood.

Just now the question of security provisions for all types of people who work for a living is receiving a good deal of attention from economists, sociologists, industrialists, and politicians. The Young Men's Christian Association has been stirred by and shared in this widespread interest, and has expressed its convictions on the subject at the National Council and International Committee meetings in Cleveland in 1931. Security is a word that carries a world of meaning to all in all walks of life. It is a basic question of mankind, expressed in one way or another from infancy through old age.

In any occupation providing a living income, security is sought against risks to health through sickness or accident, or the loss of income if totally disabled, or the loss of income through unemployment, or the loss of income due to old age, or the loss to dependents in the event of death of the breadwinner. It should be kept in mind that the *Y.M.C.A. Retirement Plan is but one provision in an ultimate comprehensive security set-up for the Association vocation*. It was never in the mind of the Brotherhood at the time the subject was first considered or of the founders of the plan when it was devised and set in motion, that it would serve as a form of life insurance or as unemployment insurance. The Movement has long had a provision for low-cost life insurance for its secretaries through its *Employed Officers' Alliance*. It also has provision for *emergency relief*, and in line with the trend of the times may take steps to find a way to provide income security in the event of unemployment in the Association profession. This report, therefore, is limited specifically to the effect on the Association personnel of a fund that assures income security for old age or in the event of disability. Its effects should not be confused with the lack in the Association Brotherhood of provision in case of unemployment, the absence of which in this time of the Great Depression is felt acutely.

a. Retired Secretaries - How They Regard the Fund.

- (1) The average secretary at the time of his retirement has some other financial resources: 59% own their own homes (usually subject to mortgage); 76% carry life insurance; 43% have productive investments; and 37% have other income. Because of the depression, these resources have dwindled and income therefrom has lessened or ceased.

- (2) New Sources of Income were developed after retirement in

65% of the cases reported, chiefly in financial work, social and religious work, and business.

- (3) *Changes in Living Standards* reported by 55% as made necessary by reduced living allowances, require many economies.
- (4) *Personal Adjustments* were most pronounced in work habits, home life, and recreation. In the main these changes were for the better:

	No Change	Minor Change	Major Change
(a) Work habits	45.3%	27.3%	31.6%
(b) Home Life	45.0	23.6	31.4
(c) Recreation	47.3	27.8	24.9
(d) Health	56.2	21.9	21.9
(e) Social life	48.5	33.8	17.7
(f) Spiritual growth	63.3	20.1	16.6
(g) Mental life	53.3	31.9	14.8
(h) Eating habits	60.9	33.8	5.3

- (5) *Personal Attitudes and Emotional Responses*, according to self-report, show marked changes, - 80% feeling that retirement had tended to improve their poise, and give increased buoyancy, sense of contentment, more serenity, and a feeling of freedom.
- (6) *Religious Thinking* shows but little tendency to change, and that in the direction of liberalization.
- (7) *Freer Self-Expression* is not a characteristic of retirement.
- (8) *Reading and Study* occupy a substantial share of free time available in retirement, along with gardening and travel.
- (9) *Attitudes of Former Associates* toward their former colleagues apparently do not change much with retirement. This is also true of the attitude of the church and the community.
- (10) *Continuing Association Relations* raise questions of great interest. The retired secretaries have a relationship to the Association Movement through the status of their Retired Secretaries' Association as a constituent body of the Employed Officers' Conference with a voice in the program and operation of the latter. This is their corporate and official relationship. As to the personal relation of a retired secretary to the Association, there seem to be two views as to what this relation should be, with a considerable body of opinion in between. On one hand, is the conviction that this relationship should be very close so as to utilize to the full the wealth of experience that the retired secretary had accumulated when he went off the payroll; at the other pole is the opinion that retirement should mean a clear-cut separation from the Association, leaving the field free to the younger generation without any of the deadening or re-

straining influences that the older conservative exponent of former methods might wish to impose upon the younger leadership. Even in the case of those who hold strongly to the latter views, there is evidence of some disappointment or heartache that their viewpoint has been taken so literally that they have been quite ignored after quitting the service.

There is also a strain running through answers to these questions that implies a feeling of lonesomeness in being cut off from these former close contacts and absorbing interests.

- (11) *When to Retire:* 67.4% believe retirement should take place at 60 or soon after, while 17% favor retention in service after 60. There were many qualifying statements that a uniform rule was inadvisable.
- (12) *Summary.* On the whole, the endorsement of the Fund from the men who are now recipients of its benefits is unmistakably positive, and shows that it has tended to deepen their sense of loyalty to the Movement to which they have given their working years, and their affection for their colleagues who have travelled the journey with them. "The Retirement Fund is a godsend" was repeated many times.

b. Secretaries Approaching Retirement - Serious Reflections.

Where the continuation of employment looked reasonably sure until retirement age, there is evidence of a sense of freedom from worry about the old-age problem. This is one of the reasons that was early given for the establishment of a Retirement Fund. Among the comments were "expect to keep up full steam to the end," "had noted a change in others who begin retiring several years in advance," "desire to make a good finish," "want to do efficient work in the next few years." Reading between the lines of others, one is led to think that they have a serene confidence in provisions for the future because of the Fund and are probably inclined to let down a bit or to undertake nothing out of the usual line. The peace of mind they speak of does not appear to carry with it any spur to improvement in quantity or quality of work. Some apparently do not want to look very far ahead, finding the long view depressing. Some others are disposed to restrict their activities, trying to do better just a few things, rather than attempt many. A sense of concern is shown by some as to the work to do, with so little time left in which to do it. Here and there in the replies are men close to the retirement age, referring to the tackling of new and hard tasks. One speaks of now being at the "toughest job of my life."

In spite of criticisms occasionally made by younger men that the older secretaries have ceased to grow and are clogs in the progress of the Movement, the normal conservatism which comes with the growing years seems to be less evident with our secretaries than one might expect.

- (1) *Preparations in anticipation* are being made by 42%, while 40% are making no plans whatever, in this group 56 years of age and older.
- (2) *When to retire?* 50% only plan to retire at 60 or soon after, 34% wishing to carry on as long as they can efficiently, and 12% to continue their present salary as long as possible.
- (3) *Attitude of associates* during this pre-retirement period is generally respectful and considerate.
- (4) *Attitude toward associates* ordinarily does not change greatly.
- (5) *Emotional reactions* toward retirement reflect prominently "relief from the grind," "riding a postponed hobby," "eagerness to take up some deferred task," and a "general feeling of satisfaction and well-being."
- (6) *Plans on retirement* include prominently continued "volunteer service to the Association" and finding "a new job in business, social, or religious work." Travel and study, and possible change of residence also figure.
- (7) *Summary.* In general, the state of mind of these older men indicated that the Retirement Fund is a constructive and helpful element in the Association, tending to give stability to the vocation of the employed officers, a greater sense of fellowship in a Christian enterprise, and also giving assurance of economic security for the inactive years of life - that it contributes to a secretary's zest for work and increasing sense of loyalty to the Movement in the period of life just prior to his retirement.

c. Men at the Threshold.

This group included recent entrants as well as the graduating seniors of Association colleges. These men were generally familiar with the payment requirements of the fund, but hazy as to benefits. Need for instruction is indicated.

Recent entrants are less often members, although membership has usually been proposed.

- (1) *Influence of the fund on life work interest* is substantial but not uniform among threshold men:

	Recent Entrants	Assn. College Seniors
Greatly deepens interest	37.5%	31.9%
Arouses some interest	34.4	46.8
Does not affect interest	28.1	20.0

- (2) *Professional security* - in the view of threshold men is to be had more through such retirement provision as is now provided, and through a fairly high salary level, than by any other means.
- (3) *Summary.* The subject of future security is of real interest to

the younger men in our Movement, this in spite of the criticism frequently made that younger men do not look very far ahead, and that provision for old age is remote from their thinking. The evidence does not warrant the assumption that the Retirement Fund itself is a significantly influential factor in establishing a "career" attitude toward Association work for more than one-third of the threshold group.

d. The Point of View of Participants

The Retirement Fund is a going concern because of its participants. The continued depression has made inroads upon their numbers, and for the past year or more the new entrants have been insufficient to fill up the depletions in the ranks as secretaries have withdrawn. The net loss in participation has about paralleled the net losses in the Association personnel.

Since the Retirement Fund was started on July 1, 1932, and with the completion of the tenth full year of operation on June 30, 1932, the names of 6,836 employed officers had been registered as participants. In this same time the names of 3,349 had been withdrawn from the register. Of this number, death in service accounted for 109, and retirement for 436. Of the remainder, 2,184 left Association service and 620 others withdrew from the Fund, in this ten-year period.

The 268 secretaries reporting were of about the same average age as all secretaries in service, with an average service of about 15 years.

- (1) *Attractive outside offers* had been made to 65.3%. The influence of the Retirement Fund in causing these participants to decide to remain in the secretaryship was indicated to be:

For 4.6%, the deciding factor
 " 32.0%, of major influence
 " 38.4%, of minor influence
 " 25.0%, of no influence

- (2) *In building an economic program* the Fund has been significantly helpful in many respects:

	Secretaries Reporting Major Help	Secretaries Reporting Minor Help	Secretaries Reporting No Help
Solving savings and investment problems	41.2%	45.3%	13.5%
Making provision for old age	80.0%	17.4%	2.6%
Establishing home	5.8%	16.9%	77.3%
Releasing funds for education of children	3.4%	22.2%	74.4%
Gaining a sense of financial security	56.6%	36.1%	7.3%

- (3) *What is the retirement fund?* The conception of 268 participants is as follows:

4.0%	as	Withheld salary repaid with interest
3.0%	"	Reward for "standing by" through the years
0.5%	"	Benevolence or charity
57.0%	"	Cooperative mutual plan of security
34.0%	"	Personal savings fund for old age
1.5%	"	Other conception

- (4) *Influence on life-time conception of association work.* Seventy five per cent indicate that the Fund has had some influence as follows:

33.9%	credit	the Retirement Fund as a major influence
38.4%	"	" " " " " " " minor influence
3.4%	"	" " " " " " " deciding factor
24.3%	"	" " " " " " " with no influence

- (5) *Effect on secretary's saving program.*

14.8% believed they would have saved the full amount regardless of participation in the Fund.

24.4% believed they would have saved little or none.

60.8% believed they would have saved a part of it.

- (6) *Ethical aspects, as related to non-professional employees.* 40.6% indicated that because of our failure to make provision for employees not classified as secretaries, we are not fully meeting our responsibility.

54.8% felt, as participants in the present plan, we are actually and practically working out the Christian ideals were represent.

- (7) *Effect of participation on workmanship.* An attempt was made by means of appraisal of specific individuals in the 50-60 age-group to examine the effect of participation in the Retirement Fund on "creativity, initiative, ideals, ambitions and workmanship."

49% of the 765 men reported upon in the 50 to 60 age-group are believed to be more competent because of their participation in the Retirement Fund and 12% less competent, for 39% it had no effect.

27.7% stated that all 5 men they were reporting on were more competent. 19.5% stated that for all 5 men upon whom they were reporting the Retirement Fund had no effect.

- (8) Similarly, signs of let-down were examined by a similar method of appraisal as follows:

64.9% of the 633 men reported upon in the 50 to 60 age-group were classed as "showing no signs of let-down," 21.8% as "seeming to be slipping some," and 13.3% as "have ceased to be assets in their fields."

Of the 411 men reported upon in the 50 to 60 age group who were "showing no signs of let-down," participation in the Retirement Fund was felt to have the following influence in their effectiveness:

For 12.2% a deciding factor
 " 20.9% a major influence
 " 41.8% a minor influence
 " 25.1% of no influence

Here it is significant to note that for 74.9% of the men who were continuing to be effective in the 50 to 60 age-group the Retirement Fund was judged to be of influence.

Of the 138 men reported upon in the 50 to 60 year age-group who "seemed to be slipping some," participation in the Retirement Fund was felt to have the following influences:

For 3.6% a deciding factor
 " 22.5% a major influence
 " 42.0% a minor influence
 " 31.9% no influence

Of the 84 men reported upon the 50 to 60 year age-group who "have ceased to be assets in their fields," participation in the Retirement Fund was felt to have had the following influence:

For 13.1% a deciding factor
 " 27.4% a major influence
 " 39.3% a minor influence
 " 20.2% no influence

- (9) *Retention of the mediocre and inefficient* is examined in terms of 80 reported cases.

We find that of the 80 *mediocre or inefficient* secretaries "who were influenced to remain in Association work because of their participation in the Retirement Fund who otherwise would have left Association work" -

5.0% were in the first five years of service
 12.5% were between 30 and 40 years of age
 17.5% were between 40 and 50 years of age
 65.0% were 50 and over.

Of the 80 *ineffective* secretaries who were retained by a local board of directors because of the participation of the secretary in the Retirement Fund -

2.5% were in the first five years of service
 6.3% were between 30 and 40 years of age
 18.7% were between 40 and 50 years of age
 72.5% were over 50 years of age

In these two tables it is significant to note that participation in the Retirement Fund has apparently had large influence in retaining in our Movement ineffective and mediocre secretaries over 50 years of age.

(10) *Retention of High Grade Men*

Of the 76 secretaries of "high grade" who were "influenced to remain in Association work because of their participation in the Retirement Fund, when otherwise they would have left" -

- 9.2% were in first five years of service
- 31.6% were 30 to 40 years of age
- 32.9% were 40 to 50 years of age
- 26.3% were 50 years and over

Here we find only 26.3% of "high grade" secretaries over 50 years of age, influenced to remain in the work because of their participation in the Retirement Fund as contrasted with 65% of ineffective secretaries over 50 years of age.

(11) *Summary*

- (a) The Retirement Fund has helped in a large way to hold men in the Association secretaryship when they have faced an opportunity to take a paying position outside of the secretaryship, giving them a sense of being in a work for life.
- (b) This fact has not been an unmixed blessing for the Movement.
- (c) The Retirement Fund has been a very decisive factor in helping the employed officer to solve his saving and investment problems by giving him a sense of financial security now, and provision for the future when working days are over.
- (d) The great majority of replies indicate that participation in the Fund contributed to a secretary's usefulness in dealing with Association members.
- (e) There seemed to be close to an equal division of opinion as to the extent to which we were or were not failing in Christian obligation to provide security measures for non-secretarial workers.
- (f) As to the effect on efficiency of participation in the Fund, although the data do not warrant a sweeping statement that it affects secretaries unfavorably, there is evidence that it does so in many cases, being a major factor for about one-fourth of those reported to be "slipping," and for about 40 per cent of the 84 men who have "ceased to be assets." Undoubtedly it has had a contrary effect to even greater degree on most participants.

e. The Point of View of Non-Participants

Non-participating secretaries in both participating and non-participating associations were canvassed, a total of 140 responding.

(1) *Nature and Purpose of the Fund:*

- 54.3% think it is a *cooperative mutual plan of security*
- 44.3% think it is a *personal savings fund for old age*

11.4% think of it as a reward for "standing by" through the years

7.9% think of it as withheld salary repaid with interest

(2) *Reasons for Non-Participation:*

47.9% "can't afford it"

12.9% think cost is low enough but cut salaries don't permit

16.4% can't pay for self and association too

23.6% do not plan definitely to remain in Y.M.C.A.

14.3% have what they think a better security provision

(3) *Attitude of Younger Men.* There is a majority view that younger men do not give thought to pension provisions when considering Association work, and that they prefer to make their own way to independence through savings and investment rather than depend on a pension plan. A minority dissent from this position.

(4) *Attitudes of Older Men* on building up equities, and on the part the Retirement Fund might play were studied, but the results were not conclusive.

(5) *Retention of Inefficient Men* is one effect of the Fund in the view of about 40 per cent of the reporters, with a slightly smaller group dissenting. The same divergence is shown on the possible effect of retirement provisions in causing older men to slow down.

(6) *Fairness of the Fund* in reserving its benefits to survivors in service only is not questioned by 41 per cent, but 24 per cent are doubtful and 28 per cent tend to feel that the Fund does take some advantage of men through this provision.

(7) *Barriers in the Profession* have not been built up by the retirement plan, nearly two-thirds hold; but 20 per cent are doubtful, and 13 per cent believe that it has done so. The point is emphasized when 35 per cent make participation in the Fund a test of greater loyalty to the profession, a position which 40 per cent think false.

(8) *Summary.* Upon the whole, the attitude of the non-participants is more one of approval than disapproval of the favorable effects of the Retirement Fund on the Association personnel. Among the younger men, there is a frequent desire for participation from which they are now debarred because of low salaries, uncertainty of remaining in the work or holding their positions, or the attitude of their governing boards.

f. Presidents of Local Associations

(1) Seventy-three presidents of local associations from which one or more secretaries have retired provide the following general consensus:

30% approve of early retirement

34% would discourage retirement at 60 where men are efficient
24% would have no set rule

80% feel the Fund helps to hold efficient men
44% feel it helps to hold inefficient men also

53% feel that it tends to make secretaries more thrifty
90% " " " " " relieve economic anxiety
44% " " " is helpful to good workmanship

- (2) *Services of Retired Secretaries* should be used by the local association, if at all, mainly in an advisory capacity.
- (3) *Security Provisions for Non-Secretarial Workers.* The weight of opinion of the remaining replies indicated that maintenance of high wage levels was the best provision and unemployment insurance the poorest. Retirement provisions, such as the present plan for secretaries, was favored as second choice, and the setting up of a group annuity plan the third choice.
- (4) *Summary.* As to whether secretaries should retire promptly at age 60 or not there were widely scattered opinions. The judgment in the main was that the time of retirement of any participant arriving at the minimum retirement age should be determined by various conditions that the man in question and the employing association should consider. It was the consensus of opinion of these presidents that the Fund helped to hold men. It was almost unanimous that the Fund tended to relieve secretaries from economic anxieties, and most of the replies indicated that the effect of the Fund on workmanship, initiative, and other professional values was constructive. The feeling was general that some use by the associations should be made of retired secretaries, but there was no particular trend suggested in the variety of methods proposed for doing this. On the whole, there was not much evidence that the presidents are yet aroused to the social responsibility of the Association Movement for providing security provisions for non-secretarial workers.

g. General Summary

An examination of these returned questionnaires reveals a wide variety of views. An interpreter would need to know more about the personalities behind the replies before he could give proper thought to the consensus of opinions. Under the circumstances, any conclusions resulting from this study are tentative. We must also bear in mind that, although the 879 individuals who returned the questionnaires may be representative, there are at least five times this number whose opinions would be of equal worth in a study of the effect of the Retirement Fund on the Association profession. Twenty per cent, however, is a reasonable sampling from which to make deductions that are not too hard and fast. The committee think it a fair cross section of opinion on the subject and briefly sum up the answers in the following conclusions:

- (1) The Y.M.C.A. Retirement Fund is not a perfect security provision,

but it is a very valuable one that has had the effect of giving a sense of security and professional status to the secretaryship.

- (2) The Retirement Fund has kept men in the secretaryship who otherwise would have quit the service. That is, it has tended to give more stability to the vocation. Some who have remained because of the Fund have not been assets for the Movement, but on the whole the "stabilizing" has been beneficial.
- (3) To the men who have retired it has proved to be a veritable god-send and has solved the problem of a respectable old age free from economic worries.
- (4) An effect of the Retirement Fund seems to have been to help employed officers to do better work because of the release from tension and anxiety about income when working days were over and also because of the regularity and convenience of a savings plan to which participants have become habituated.
- (5) The fact of having a Retirement Fund for the professional secretary has aroused a sense of social and Christian responsibility towards the non-professional workers within our Association family, many of whom have the same feeling of devotion to a great cause that animates the secretaries.

Broadly speaking, therefore, the conclusion of the whole matter is that the effect of the Y.M.C.A. Retirement Fund upon the Movement, the employed officers, and the lay leadership is constructive and of positive good.

RECOGNITIONS

The Program Committee takes opportunity to acknowledge the very important contributions of members of the entire Executive Committee of the Employed Officers' Association, and Officers and Executive Committees of the various Constituent Societies, to the studies and formulations which have found their way into the foregoing pages. In particular does it wish to thank the Conference on the Association Profession which has for nearly two years given freely of its time and resources in developing the program emphasis and carrying forward some of the most rewarding studies. While in recent months its critical review has been given to practically all of the findings, it also served as the consultant group for the study of Lay-Professional relationships reported in Chapter II, and for all of Chapter VII on Measures for Advance, with special emphasis on Measure C and D on "Reorganization of Professional Training", and the "Recognition of Experience Levels".

Among the individuals who must be singled out for recognition and thanks are many whose names occur below, some as Chairmen, who have borne heavy responsibility for organizing studies and carrying them through to completion, and others who have served with committees or as individual consultants. They are but a few of those who have made this volume possible, and who will bear the burden of any advance which may be attained. One of the brightest hopes of the Association Secretaryship is that for every one here mentioned there are many others quite as capable and ready to contribute in the further enterprises of the profession here outlined.

Chapter I - Emancipation of our Executive Leadership.

Parker P. Jordan, *Chairman*, Earl W. Brandenburg, A. G. Knebel, F. J. Koehler, Gren O. Pierrel, J. J. Ray, Wesley F. Rennie.

Chapter II - Clarification of Lay-Professional Functions.

Jay A. Urice, *Chairman*, and a wide consultative group of lay and professional leaders.

Chapter III - Competence Guidance of Persons.

Hedley S. Dimock, PhD., *Chairman*, C. Carey, E. F. Denison, Earl Dinger, T. F. McFarland, O. Peterson, J. A. Sessions, Roy Sorenson, Lee Wilson, Edwin S. Wright, Karl P. Zerfoss, PhD.

Chapter IV - Creative Supervision of Group Work.

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Brown, Henry Israel, C. E. Lee, Edward J. Jenkins, S. J. Schreiner, J. W. McCandless.

Chapter V - Competence for Leadership in Social Education.

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Chapter VI - Embodiment of the Movement's Religious Aims.

Cecil V. Thomas, Chairman, W. W. Mendenhall, Jay A. Urice, L. M. Terrill, A. O. Long, Urban Williams, George Irving.

Chapter VII - Measures for Adoption.

A. **Controlled Admission of Candidates:** Thornton W. Merriam, Chairman, H. E. Davis, PhD., Robert C. Shoemaker, V. Neale Maricle, Rensis Likert, PhD., Roy N. Anderson, PhD.

B. **Systematic Induction of New Entrants:** William H. Dewar, Chairman, L. W. Bartlett, PhD., L. K. Hall, A. W. Hollister, Richard C. Lancaster, V. Neale Maricle, J. J. McConnell, Jr., J. Edward Sproul, Leslie J. Tompkins.

C. **Reorganization of Professional Training:** The Conference on the Association Profession in consultation with President L. L. Doggett of International Y.M.C.A. College, Springfield, Massachusetts; President Edward C. Jenkins of George Williams College, Chicago, Illinois; and President W. D. Weatherford of Y.M.C.A. Graduate School, Nashville, Tennessee.

D. **Recognition of Experience Levels:** D. F. Folger, PhD., Chairman, and J. J. Ray with a wide consultative group.

E. **Sympathetic Appraisal of Ability on the Job:** Gren O. Pierrel, Chairman, E. W. Brandenburg, L. W. Bartlett, PhD., E. F. Denison, J. A. Sessions, D. F. Folger, PhD.

F. **Definition of Ethical Practice and Relationships:** Urban Williams, Chairman, S. Wirt Wiley, Ralph L. Cheney, Orton S. Clark, Leslie Putnam, Leslie J. Tompkins, Neil McMillan.

G. Establishment of Cooperative Social Protection:

For Unit A on Broader Aspects of the problem as a whole, the Executive Committee of the Conference on the Association Profession acting under the special chairmanship of Surgeon M. Keeny, and including A. Stuart Reed, J. J. McConnell, F. V. Slack, and A. J. S. Martin.

For Unit B on "The Effects of the Retirement Fund on Association Secretaries", R. P. Kaighn, Chairman, Harry Ballantyne, S. S. Board, John W. Cook, William B. Folger, Dr. David G. Latshaw, Russell Rymer, Eugene Field Scott.

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